



2022/23
edition

Grow your OWN...

**A management and leadership
development programme to support in-
house development of the skills to
become a **Registered Manager****



Becoming a registered manager is challenging. **Everyone** struggles to juggle the leadership, managerial, staff support, emotional holding, care planning and huge range of practical tasks required of them. During this time, it's crucial **the home remains focused on young person's needs**, but the sheer organisation and personal qualities required are a significant endeavour with an enormous step-on from other roles within the home, all with the personal pressures of leadership and concerns about the impending regulatory inspection.

This course provides the care, support and challenge to enable people to step-up within their setting, building on the support around them as they acquire the necessary skills to develop on their leadership journey, easing the transition and gaining the confidence to succeed.

the team...



Ruby Parry is a registered social worker who began her career in residential care and brings 40 years' experience in social work including 20 years in management up to Director of Communities (Children and Adult Services) level. Ruby led the design and delivery of safeguarding training for Ofsted from 2012 to 2014 and seeks to deliver leadership training that supports people to be the best that they can be. To do this she has become Belbin Team

Roles Accredited, and 3 Vital Questions certified, which further build on her social work principles and inform her coaching work with senior leaders and managers.

Christine Freestone has been a nurse and nurse lecturer, head teacher, director of an independent fostering agency and an Ofsted inspector for schools and colleges and lead inspector for CSCI. Christine enables managers to explore their experience, compare these to the requirements of the regulatory and inspection framework and help reach decisions that further improve their service. She is the course tutor for this and our [Well Led](#) programme for Registered Managers and Responsible Individuals.



target audience...

The programme was designed at the request of [Responsible Individuals](#) to support organisations and individuals to develop leadership and management skills towards becoming a Registered Manager. In a challenging recruitment market the ability to 'grow your own' has many strengths as a solution, but requires more than is offered in the Level 5 to ensure leaders are properly skilled and resourced.

The programme explores key role-based themes and skills to support the learner in:

- understanding the complexities and challenge which can occur
- developing strategies to cope with challenge and complexity with a day to day and longer view approach
- reflecting upon their skill development
- identifying next steps

It is not intended to replicate the Level 5 qualification, but to focus on supporting the learner in understanding the day-to-day issues which can arise, to recognise and shape what they bring to leadership and to understand the RM role in the operation and development of the home.

the programme...

This 16-month programme brings a challenging blend of personal reflection, course attendance and assignments focused on the role of a registered manager in residential care.

The programme follows 4 modules with a roll on/roll off approach. Each module consists of 4 days of underpinning knowledge, peer review, reflection and support and can be completed as a single unit or part of the course. Organisations are asked to commit to module-by-module and to give two months' notice if their participant will be dropping off the next module.

The course has been designed with Responsible Individuals so module is themed around issues identified by organisations and derived from the Leadership and Management Quality Standard alongside associated standards and regulations. A core theme is the voice of children and young people.

Workplace visits...

One of the risks of 'grow your own' is insular practice. In mitigation each module includes an expectation candidates will arrange an exchange with another person in the group to observe leadership, structures, cultures and impact. The visit will contribute to the assessed work, for example during the external perspective model to provide constructive feedback to the organisation so candidates better understand the role and challenges facing Regulation 44 visitors and inspectors. These three visits a year are an excellent practice to sustain an outward looking, cost effective development focus.

the assessment...

Assessment will consist of:

1. An initial personal, reflective piece identifying the learners' "starting point" in terms of leadership and management skills
2. One practice / reflective piece per module
3. An end "where am I now" reflective piece with a personal development plan when the learner completes the programme/ modules of choice.

the support...

Support is closely aligned to each candidate's work environment. Initially there will be a short 3-way discussion to understand and agree support for the learner's needs from both dialogue and the employer. This will set out the commitment required, how we will work with each candidate, how the programme works and the expectations to complete the course. A learning agreement underpins the work.

Through the course there is ready access to formal and informal tutorial time, advice and peer support. Our administrative team keep everyone up to speed and ensure written work is submitted and returned on time.

On completion there is a final three-way meeting to review the candidate's portfolio and celebrate their success. In addition to the certificate **dialogue** provide an individual testimonial of the candidate's performance on the course which they can use to guide their next steps.

the costs...

The 16-month course has been organised around a course fee of £495+vat per module and a joining and completion fee each of £139+vat.

Module 1 – The Registered Manager

day 1

- what is the range of the role?
- what skills could you currently bring to this role in terms of leadership and management?
- defining the difference between leadership and management
- being a manager

day 2

- managing teams
- how do teams work?
- how do teams change?
- role of the RM
- managing challenge internal to the organisation

day 3 and day 4

- Safeguarding Supervision training programme. This course helps structure and approach supervision using an established supervision model to empower staff and focus on the experience and progress of young people. Designed by highly experienced senior managers, the course addresses key dilemmas in balancing the needs of the organisation, the employee and the young people to create a different kind of conversation which both supervisees and supervisors find effective.

Assignment: One reflective/ practice piece to be completed during this module ensuring that the voices of children are captured - carry out three supervision sessions and reflect on their narrative, accuracy, how you dealt with any challenge, the reaction of the member of the team. Did you capture the skills from sessions 3 and 4? Any skills to develop?

Module 2 – Managing and Prioritising

day 1

- A “day in the life”... exploring what can and often does happen!
- Prioritisation and time management skills
- Crisis management

day 2

- exploring how the Manager works with the RI – roles and responsibilities

day 3

- operational and strategic roles including the development of the home
- Projects & planning
- Effective delegation (including delegating up!)

day 4

- problem solving, prioritising – using the team effectively (distributed leadership in practice)

Assignment: One reflective/practice piece to be completed during this module ensuring that the voices of children are captured – developing the Regulation 45 report for the home – carry out a one-month element of the report.

Module 3 – “Looking in” - the external view of the home

day 1

- the role of the standards and regulations
- Statement of Purpose
- how do you make sure that the standards and regulations are met?

day 2

- being ready – QA, role of the Regulation 44, role of the Regulation 45 process, working with the RI, external feedback
- being ready- for inspection or LA visit

day 3

- managing and co-ordinating the inspection
- receiving feedback and effective challenge

day 4

- managing and working with inspection or monitoring outcomes

Assignment: One reflective/ practice piece to be completed during this module ensuring that the voices of children are captured - managing and responding to a Regulation 44 report.

Module 4 – Safeguarding in the home

day 1

Safeguarding for Leaders training course. Whilst safeguarding training is a key requirement for all, this learning often does not provide the further skills around analysis and communication to feel confident in such important judgement calls when staff and young people depend on us. This two-day course provides advanced skills and tools for decision-making to ensure a structured and safe response every time

day 2

Safeguarding for Leaders training course Day 2

day 3

Undertaking investigations – Managing allegations, referencing disciplinary and capability investigations. This course will ensure managers have the skills to prioritise the safety of children and young people, work within interagency procedures and guidance and properly support their staff through proportionate decision-making and a caring approach

day 4

- Safer organisations
- Learning from history – what happens, why it happens and what we can learn.

Assignment: One reflective / practice piece to be completed during this module ensuring that the voices of the children are captured.

tell me more...

To book onto the course or for a further discussion please contact

Jen Bean on 01803 493030

or visit dialogueltd.co.uk/growyourown

