



Vacancy Analysis – support

Over the last year and a half **dialogue** has been working to evidence the factors underpinning the Registered Manager vacancy rate, working alongside providers, local authorities, the Children's Homes Association, the National Association for Special Schools, Ofsted and the Department for Education. The report has key recommendations for Government, Ofsted and also for providers. The report highlighted high pressures on Registered Manager roles, but there was much variance in how Registered Managers felt supported across the sector, and we explore how **dialogue** can offer support to providers looking to embed the learning.

Recommendations for providers

The following recommendations are made in the report, alongside support **dialogue** and others can offer to help organisations achieve these goals:

Recommendation	Support
Children's homes must develop child-focused cultures that still support Registered Managers to maintain a sustainable work-life balance	dialogue offer an organisational leadership & culture review with highly experienced senior managers working with leaders, their teams and their homes to fully understand the values, boundaries, strengths and development areas for provision with a detailed, tailored report evidencing the experience of staff and Registered Managers in particular. For a more detailed conversation contact us .
Review leadership and workplace culture, including for example independent workforce surveys and other models that can provide evidence or challenge to senior leadership teams and boards	
Create transparent processes to understand the hours their Registered Managers are actually working, understand the impact of high hours on quality of care and staff wellbeing, then consider ways to mitigate this	
Address excessive paperwork and auditing	
Develop a strong and supportive leadership culture	Our new Registered Manager programmes for new/aspiring managers and for experienced

Strengthen focus on good leadership practice and positive cultures within Leadership & Management	managers have a strong focus on leadership and models of organisational resilience and distribution of authority, together with practical skills and tips to keep the role manageable. For more information and book click here
Evaluate the scope and effectiveness of their Workforce Plan, considering in particular the needs of Registered Managers, ensuring they have suitable leadership training	
Develop training pathways to support aspiring and new managers to ease the progression into registered roles (Providers, dialogue) developing strategies to build confidence in Registered Managers, deputies and others in the team such as building inspection management skills	
Prioritise professional development and training (including qualifications, as well as shadowing experienced professionals and seeking out peer support opportunities with other managers)	
Address excessive paperwork and auditing	
Quality of Care Regulation 45 assessments	Our Reg45 training provides a structured approach, separating the review and the report
Utilise supervision and appraisal mechanisms to understand what affects workload and approach; Evaluate the quality of supervision being delivered to ensure it has the required impact on children, staff and managers	Consider supervision training and contact us for information about external supervision where beneficial
Support managers to reduce errors in Fit Person applications	Dialogue have launched a new ' fit person' preparation course , building confidence in the regulations and approach to interview and providing both structure and individual reflection to support the process
Build applicants' confidence in the fit person interview, such as through training, written guides and preparatory materials	
Positively promote the role of children's homes, managers and employees in improving the lives of children	The Children's Homes Association have a central and important role in promoting the sector, with a seminal In Care film series to promote understanding and the If you care you can recruitment campaign.
Approach the role as a vocation, rather than a job. Respondents emphasised the deep satisfaction they got from making a difference in young people's lives, and how this was key in holding such a tough and challenging role	dialogue run a membership network to support Registered Managers and Responsible Individuals where shared values and approaches, along with up to date thinking around application of research and legislation help organisations develop. dialogue will run sessions for members on value based interviewing, successful approaches to interviews and motivational impact of different approaches to
Value Based Interviewing and other approaches that explore motivation are better suited to identifying candidates with the internal motivation to succeed	
Consider the unintended consequences of some bonus approaches and seek to provide	

motivation and remuneration that does not detract from personal wellbeing	remuneration, as well as wellbeing interventions to support the workforce For more information on membership click here.
Promote universal wellbeing interventions for the workforce as a key strategy to reduce stress	
Further explore and implement changes to reduce the isolation and individual responsibility felt by children's homes leaders, particularly following a poor inspection outcome	