



Date: Tuesday 29th October 2024

Good morning,

I am writing in response to some of the queries raised. I hope the following information will help. Should you require further information, please do get in touch. We are more than happy to accommodate and provide additional information if required.

Why is the Manager on the site?

The manager in 'children care terms' is referred to as a Registered Manager. The home is registered through Ofsted under the Registered Managers name. The Registered Manager is responsible for the day to day running of the children's care home. The Registered manager must be onsite to ensure that everything is running as it should according to Ofsted regulations. Safeguarding is implemented and above all the children are kept safe and staff feel supported.

Are they there to undertake administration tasks or provide care support, etc. Please can you provide as thorough an answer as possible regarding their day-to-day duties?

The journey of a registered manager in a children's home is one filled with profound responsibilities and unique challenges. These professionals are the linchpins in the provision of care, ensuring the home operates within the legal framework, upholds the highest standards of care, and most importantly, provides a nurturing environment for the children.

I will endeavour to be as thorough as I can to explain the complexities of the role. To begin I will give you an overall picture of what the Registered managers role entails. After which I will list the roles and responsibilities. Finally, an account from a current Registered Manager. Who will describe administrative tasks and care support provided by him. The daily duties although sound vast in its entirety. However, different elements are implemented on a day to day basis.

- **Regulatory Compliance** Navigating the complex landscape of The Children's Homes (England) Regulations 2015 and the accompanying Quality Standards is a significant challenge. Managers must ensure that the home complies with these regulations, which are designed to safeguard and promote the welfare of children.



- **Staffing** High levels of staff turnover and the recruitment of experienced personnel are ongoing issues. Managers must foster a stable workforce to provide consistent care, which is crucial for the well-being of the children. The manager is involved with recruitment of staff.
- **Decision-Making** Registered managers often encounter complex situations that require quick, effective, and informed decision-making, prioritising the safety and well-being of the children.
- **Leadership** Strong leadership is essential for the success of a children's home. Managers must inspire their teams, even amidst the challenges of high staff turnover and the pressures of maintaining high-quality care.
- **Emotional Resilience** Working in a sector that can sometimes face scrutiny and criticism requires emotional resilience. Managers must navigate these pressures while maintaining focus on the care and development of the children.
- **Training and Development** Ongoing professional development is vital for managers to stay abreast of best practices and regulatory changes. Access to training resources and support networks can empower managers to lead effectively. Training and development are monitored daily. Identifying which training and development is required.
- **Mentorship and Peer Support** Having access to a network of peers or a mentor can provide managers with the guidance and support needed to navigate the complexities of their role. This is demonstrated through their daily practice.
- **Recognition and Valuation** Recognising the hard work and dedication of staff is important. A culture that values their contribution can boost morale and aid in retention. It's the managers role to constantly motivate and recognise the resilience and hard work of the team and acknowledge it and allowed to be shared amongst the team.
- **Operational and Administrative Tasks** Ensuring compliance measures are met, monitored and recorded. Managers are involved in routine daily tasks such as managing shift rotas, tasks carried out by residential care workers, logging of incidents, medicine recording, appointment with social workers, therapists, educators, liaising with commissioners, and safeguarding is met. In a nutshell, these are the operational and administrative duties of care provision and staff leadership conducted by Registered Managers.



- **Well-Being Resource** Managers with resources to support their own well-being is crucial. This includes access to counselling services, stress management programs, and a healthy work-life balance. This facility is taken up by Registered managers to ensure they are given the mental support they require. Although this is not exercised daily it still is an integral part of their well-being.

Responsibilities

The Registered Manager is registered with Ofsted. The home the Registered Manager is responsible for must meet the children's home regulations and the Ofsted Quality standards and that as the manager he/she ensures a high level of compliance against these standards.

The Registered manager leads the whole staff team in ensuring a service that delivers exceptional care and support and that creates and delivers positive outcomes for the young people.

The Registered Manager carries out a range of duties within the role. The key responsibilities are detailed below but there will be other duties consistent with the role.

The Children & Young People Support

Accountability to the children and young people supported & main tasks

1. To promote the practice of coproduction with young people, their families, other staff within the home, and other agencies, in order to meet the needs of the young people.
2. To prepare for, and attend annual reviews and CLA meetings, and ensure actions are completed
3. To monitor arrangements for any holidays, recreational outings and social activities with the children and young people and to ensure the implementation of related risk assessments.
4. To ensure that there are regular stimulating and meaningful activities for young people to engage in which reflect their personal interests and preferences and that these are further developed into new opportunities and experiences
5. Ensure that the home environment is well maintained and presented, that it remains in a clean and hygienic state, and is homely, warm and personalised to the tastes and interests of the young person to ensure young people leaving the home are prepared for their adult life and that their transition happens in a way that is right for them
6. Ensure all young people have an up to date Support and placement plan that details out all their relevant care and support needs, including a Positive Behaviour Support plan. Ensure these are up to date, relevant and all staff are aware and follow them.



7. To positively promote young people's inclusion and participation in their local communities and ensure they have full access to community resources in line with all member of the community
8. To embed a culture of high aspirations and ambition for the children and young people in which young people experience positive outcomes.
9. Ensure that all aspects of a young person's support and all aspects of the home where required have been well risk assessed and that there is clear evidence of this and staff's understanding of them.
10. To promote positive and supportive relationships with family, which ensures they are regularly communicated with and area supported to maintain an active involvement with their child. When possible support the young people to have time within the family home.
11. Liaise closely with all young people's education settings so that the manager is aware of agreed target and learning outcomes that can be supported and developed within the home.

Staff

1. To ensure that staff understand their responsibilities and implement safeguarding procedures and that you follow all safeguarding legislation and requirements within the sector.
2. Promote the health and safety of employees at work and of people supported through the implementation of corporate Policy for Health, Safety and Welfare at Work in accordance with all relevant statutory requirements.
3. To ensure that all staff are provided with an appropriate induction, supervision and appraisal in line with policies.
4. To take the lead in setting and reviewing targets and objectives for the residential senior staff in order to ensure that work is focused and has clear direction.
5. To ensure the effective management of staff sickness and absence.
6. Promote a culture of continuous professional development for all, where learning and development activity is closely linked to individual, team and organisational priorities.
7. To ensure that staff training and development needs are identified and ensuring that those needs are met. To lead/assist in training as required.
8. To ensure that performance reviews are undertaken in a timely manner and that target setting is of a high standard, relevant and plays a key role in securing continuous improvement.
9. To always ensure that professional ethics and behaviour are demonstrated by all staff and that staff are supported and coached in actively engaging with young people.



Quality

1. To be registered with Ofsted as the Registered Manager for the Home as specified in the Children's Homes Regulations and fulfil and meet the obligations set out in Ofsted's quality standards.
2. To be responsible and accountable for the homes Statement of Purpose and that this is appropriate to the needs of children and young people. Ensure that this is reviewed regularly and remains relevant and current.
3. To carry out the role of Designated Safeguarding Officer.
4. Ensure completing of impact risk assessment take place prior to any new young people living at the home.
5. Ensure that all health and safety measures, monitoring and auditing are in place and robustly managed to ensure safe working practices.
6. To achieve and maintain compliance with the local authorities ensuring contract compliance and adherence to internal standards.
7. Ensure all necessary documentation required by regulators is completed to a high standard and be available for inspections, checks or interviews as requested.
8. To manage performance against audit/inspection results and recommendations, highlighting to your line manager any areas outside your control which will negatively impact on performance.
9. Maintain confidentiality of information and work in line with all relevant codes of practice and governing legislation.
10. To implement a robust process for reviewing and tracking all aspects of compliance and quality
11. To implement a continuous improvement plan, that details out areas that are being developed and how you are achieving this. As the RM you will hold people to account for their part in this process and ensure that outcomes are met
12. To ensure high standards of quality in the delivery of care and support.

The above information is to give you an insight into the operational aspects of a children's care home. Below is an account from our current Registered Manager, describing his administrative duties and care support offered.



‘Typical day’

Although every day is different in the ever-changing nature of the home and role. Every morning, I start the day speaking to the staff team during a handover reviewing any incidents or concerns from the previous evening. This may include debriefs with staff members and children, before sending reports over to social workers. Post these recordings from the previous day require to be checked and approved. Oversight of health and safety checks including fire safety, maintenance and car are completed on a weekly basis and reviewed. Other oversight includes daily operations, ensuring the staff team provide high-quality care, staff meetings, supervisions and reviewing paperwork such as behaviour support plans and risk assessments.

Throughout the day I may need to assist with activities, transporting young people, ensuring young people needs are met, provide mental health support for staff and young people and address any staffing issues. It is common for me to receive communication from the Responsible Individual, social workers, Local Authority, staff, young people and other professionals associated with the young people’s care. Including attending regular meetings such as care planning meetings, Strategy meetings, Investigations, Health care reviews etc. In addition, I have regular contact and support from the Director of the business.

Finally, I have overall responsibility that we are meeting compliance and regulatory standards in relation to Legislation, laws and the Children’s Home Standards 2015. This includes conducting audits and ensuring actions are completed in stated timescale.

To the question “How many days of the week will the manager be present?” you answered “it would vary week to week. Depending on if the manager is required at the home for intervention. On average perhaps twice to three times a week. In terms of the hours that too is dependent. Again, that would be several hours a day on the day of the visit.” Could you be more specific please. It is important for assessment purposes to understand staff movements and how this may be different from what we would expect to see in a domestic dwellinghouse setting.

Will the Manager make one visit per day to the site or more than one – if so how many?

The manager will make on average one visit every two days.



Will the Manager visit the site in their own car, public transport or car share with other staff?

The manager will be visiting the site in their own car. It's worth mentioning at this point, that there is more than ample spaces to park off road. There are six allocated parking spaces on the driveway and garage. Additionally, more spaces available on the road, without causing an inconvenience to neighbours.

I hope the information provided will suffice. Should you have any further questions, please do not hesitate to get in touch.

As we can appreciate the technicalities involved in a highly legislated sector. We are more than familiar with this element having currently operating two children's care homes.

Kind regards

Mark Walder