

The RI and the RM- roles and responsibilities.....

+ G.Y.O programme Module 2 . Day 2 .
Chris Freestone- Dialogue

Session focus

- + We will be looking at the relationship of the RI and the RM , their roles and responsibilities.
- + We will tease out how the roles are differentiated in law and practice , developing positive models of working
- + We will also look at what can go wrong.....

working together...

confidentiality- feel safe in reflection

respect

diversity of opinion can be enriching

look for the benefits of an alternative opinion

positive challenge

naïve questions are valuable

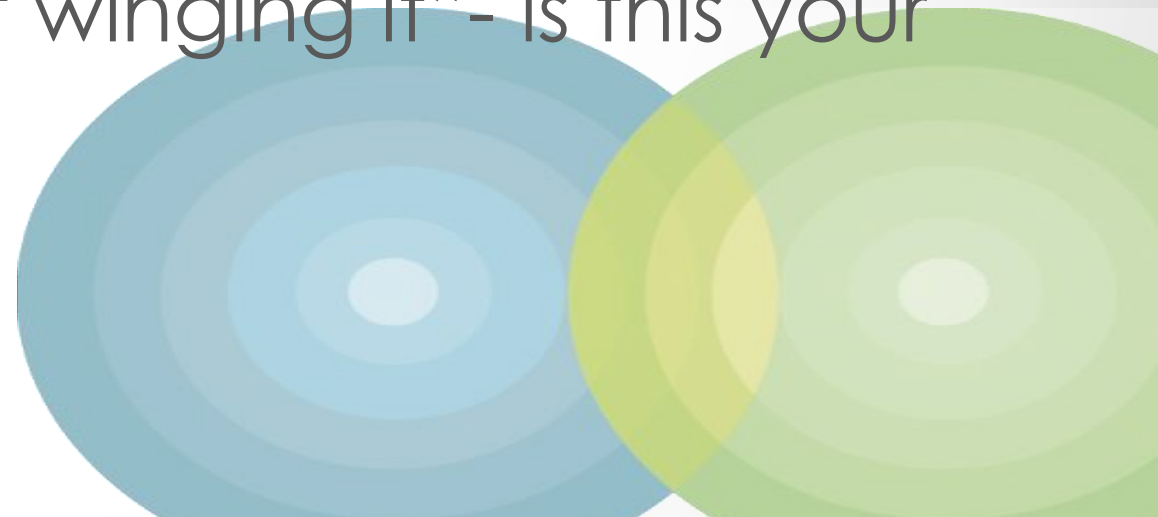
go off piste!

enjoy ourselves



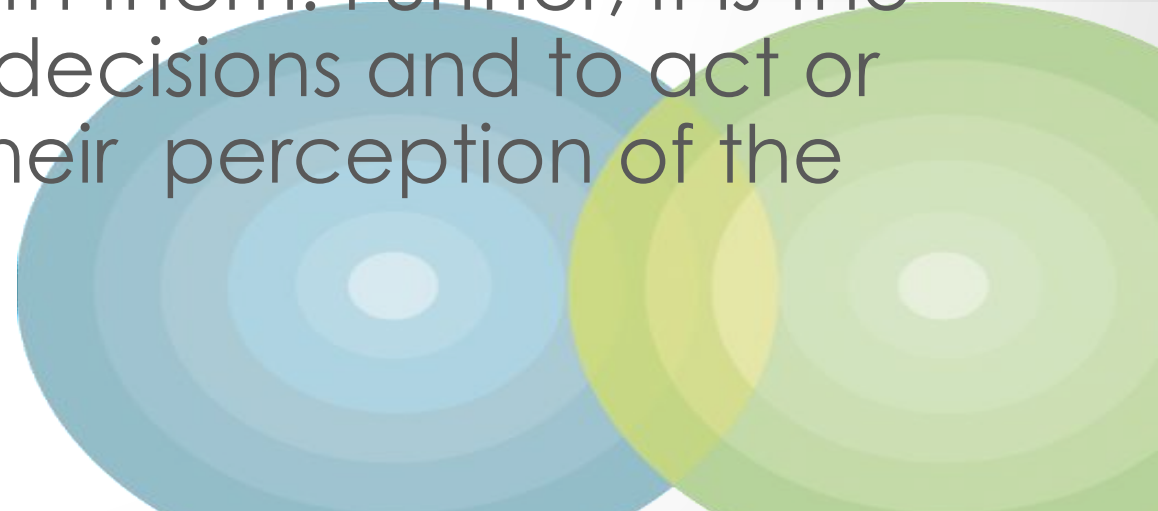
Key language to tease out:

- **Role** – “the function assumed, or part played by a person or thing in a particular situation.”
- **Role clarity-** “Only half of employees, experience role clarity in the workplace. In other words, half of your team, tackling their jobs today, don't really know what they're being held accountable for on a day-to-day basis. They're just winging it”- is this your workplace ? Be honest



Key language to be used:

- **Role responsibility-** Responsibilities are the day-to-day tasks and functions of each role in your service . Keeping responsibilities deliberate, formal, and up to date allows you and your team to track what each team member owns and should be doing.....
- **Role authority-**the authority of a manager is the right way of “commanding”the team , issuing orders, and getting the team to comply with them. Further, it is the right of the manager to make decisions and to act or refrain from acting based on their perception of the organisation's objectives.



Key language to be used:

- **Accountability**- you can be accountable when you understand **responsibility**. You have to know what you should be doing , be trained , supported etc in carrying out your **role**.



What authority roles do the RI and RM hold?

- Authority is the right to assign tasks and responsibilities, allocate and direct resources, make decisions, and enforce compliance.
- Authority can be formal and assigned or informal, earned.
- Authority also refers to legitimate power to make decisions on behalf of the organisation.
- A person with legitimate authority can act as they see fit to achieve company goals and objectives. It gives a person the right to use and allocate resources in service of team or organizational outcomes. The assumption is that a person with legitimate authority will act in the best interests of the organisation.

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What authority roles do the RI and RM hold?

- **Do the RM and RI both hold this type of authority? What are the differences between the roles in terms of authority?**
- **Go back to where we started and your leadership style and think how as an RM you will hold authority.**



Let's look at the-

- Structure and requirements of the two roles.
- Do you recognise any of these ?



The RI and regulation:

❑ The law must be satisfied that as the RI they can “supervise the management of the Home as set out in the definition of an RI in Regulation 2.” (*Guide to the Children’s Homes and regulations incl. the quality standards*)

- responsible individual” means an individual who—

a. is a director, manager, secretary or other officer of an organisation which is the registered provider; and

b. is nominated by that organisation for the purpose of supervising the management of the home on behalf of the organisation;

Key starting points for the RI

- How many services are you responsible for ? Too many?
- How well do you know the Quality Standards?
- Will you supervise the RM(s); if you delegate how will you be assured that all is well- or not?
- How will you maintain your accountability in this situation? Remembering that accountability always sits with you.
- Who will give you meaningful supervision? Are they the right person to do so?
- Are you up to date with the regulatory processes/inspection processes?
- How will you make sure that you are “happy” with the home and what you are being told , documents you are seeing, reports you are reading?

Key aspects of the RI role :

1. The RI as an OBSERVER is seen to be key. This role encompasses all aspects of the home- safeguarding, behaviour management, relationships, practice

2. The RI as the DRIVER of the therapeutic approach. Tested through observation, feedback and sampling of a full range of records

3. The RI as the BALANCE to the RM role. Recognising that the RI is not usually the Registered Manager and the balance to be maintained in support of the RM and not undermining them by being perceived to do their job.

4. The RI as the VOICE of the child within the organisation or within escalation processes as to their legal right to services

Key aspects of the RI role:

5. The RI acting as **ADVOCATE** for the children and young people, RM and staff team as required to outside agencies and to the internal organisation as required.

6. The RI as **COACH** to the RM and staff on a day to day basis and with more focus as required. e.g. inexperienced Manager, outcome of an inspection/ monitoring process.

7. The RI offering **CHALLENGE** to the RM and the team across all aspects of the provision. Challenge can and will vary over time and events. It can be direct (such as at a visit), within formal processes such as supervision, following key events such as an inspection or incident. Challenge can act as a stimulant for culture change.

8. The RI as a **SAFEGUARDING** expert – for events as they arise, representation at strategy meetings, multi- agency meetings, Section 47 processes, investigation and disciplinary processes, Reg 40 notifications and follow up, involvement in recruitment and training processes.

Key aspects of the RI role:

9. The RI as a key face of the organisation with involvement in referrals, matching, placement processes, interface with the larger organisation, communicator.

10. The RI as the ACCOUNTABLE individual with the RM

Question
arising :

How do you avoid undermining the Manager- day to day and at an inspection or commissioners visit?

Are you totally clear re. the boundaries between RM and RI about admissions to the home?

The RM and regulation:

- The law must be satisfied that as the RM they can:
- Meet all of the requirements of Part 3 of the regulations.
- Meet the requirements of the Children's Homes regulations 2014
- Meet the requirements of other legal frameworks
- Meet the requirements of the quality standards
- Maintain the safety of young people.
- Maintain the well being and welfare of young people

What else ?

Group work

- Group 1- discuss the elements of the running/ oversight of the children's home which you feel sit with the Manager
- Group 2- discuss the elements of the oversight / running of the home which sit with the RI?
- Nominate one person to give feedback and one person to note the feedback of the opposite group- you will need this in part 2

Group work

- Some apparent overlaps ?
- How can these be resolved ?
- Feedback

RI/ RM key issues

- Who takes management and or leadership :-
 - Day to day
 - Reg 40's
 - EHCP
 - PEP
 - LAC/CIC/CLA
 - QA
 - Supervision
 - Appraisal
 - Strategy
 - PI/Incidents / sanctions
 - Accidents
 - Recruitment
 - Placements

RI/ RM key issues

- Who takes management and or leadership :-
 - Reg 44
 - Reg 45
 - Attending strategy / Section 47 /serious case reviews
 - Managing inspections
 - Health and safety
 - Resources
 - Funding

Group work

- Discuss the potential outcomes in the running / registration of the children's home if these issues are not resolved:

- Group 1-

Leadership and management

Safeguarding

Relationships with young people

- Group 2-

The fabric of the home

The development of the home

Meeting regulation and standards

scenario

- You are the RM of a three bedded children's home for young people aged 7-17 years / EBD.
- You had a good working relationship with your RI , who has now left the organisation .
- The new RI is very different and you feel that they are impinging on your RM role and you feel undermined
- Discuss how you may manage this situation? what may be the barriers / blocks to resolution?
- Why might this be happening ?

RI/ RM- conflict....

- Discuss in your groups how this could arise and be managed. Nominate one person to feedback



RI/ RM

- What is the balance ?
- What leads to an effective Children's Home which supports the aspirations for young people and gives good outcomes ?
- Anything you need to follow up on ?

Final focus for the day.....

+ Take some time to reflect upon the following:

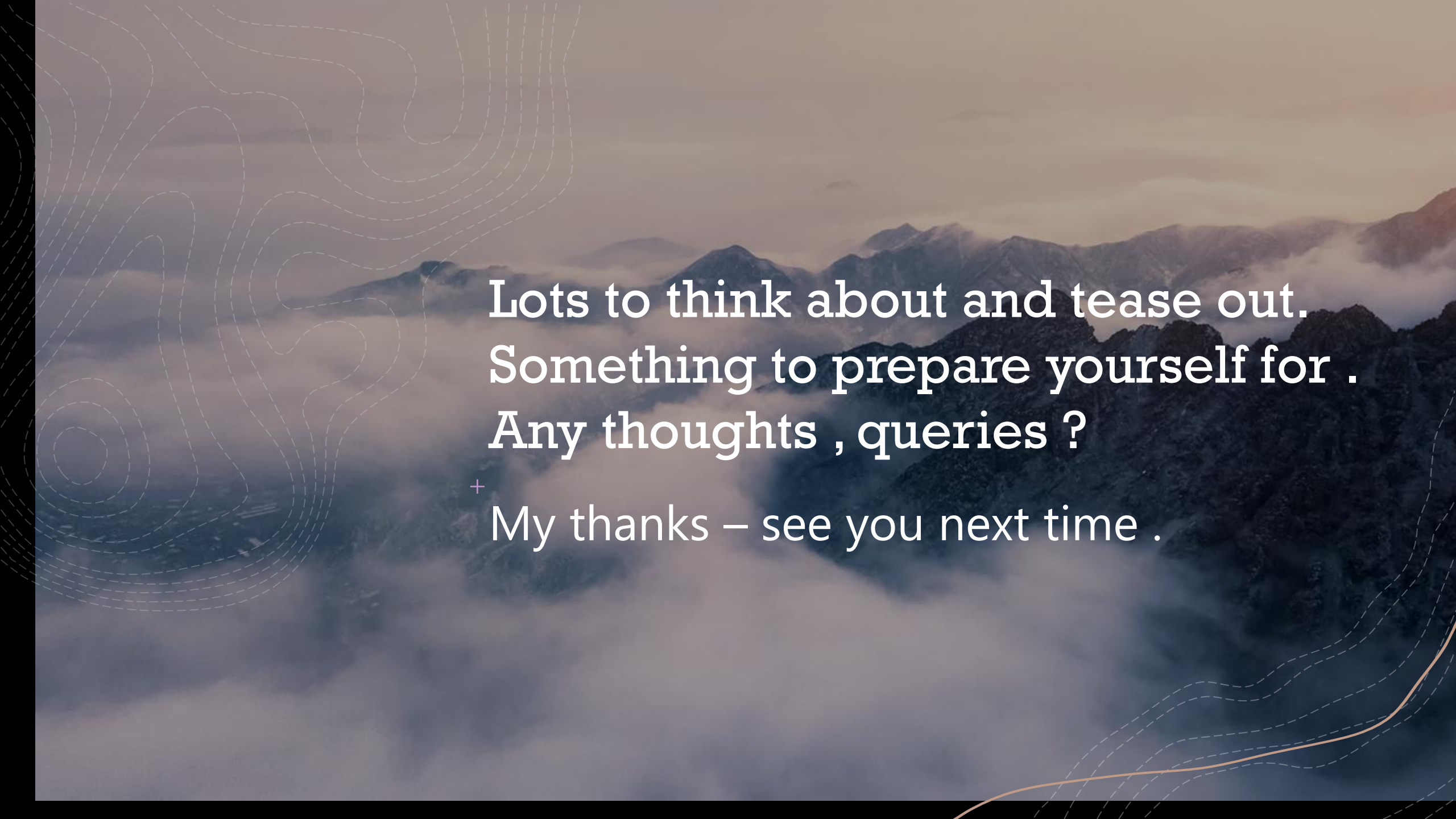
IN STEPPING INTO THE ROLE OF THE REGISTERED MANAGER
HOW WILL YOU HAVE TO CHANGE / AMEND YOUR STYLE TO
ASSUME A DIFFERENT ROLE AUTHORITY?

HOW WILL YOU TAKE THE TEAM WITH YOU ?

WHAT MAY BE THE ISSUES WHICH COULD ARISE ?

or Final focus

- + Write a short reflective piece at the end of this afternoon in which you summarise your developing management and leadership skills at this point.
- + Are you confident in these skills, worries , concerns.
- + To be kept in your portfolio of resources and assignments for final review



Lots to think about and tease out.
Something to prepare yourself for .
Any thoughts , queries ?

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My thanks – see you next time .