

Responsible Individual training

Session 1

Setting the scene and introduction……

- Who is everyone- introductions?
- Who am I?
- What do you want from the course?
- Why are you here?

Working together today

- Confidentiality
- Respect
- Diversity of opinion is good
- Positive challenge
- Naïve questions are valuable
- Going “off piste “ can be valuable too!

Update September 2026

- Improving the way Ofsted inspects children's social care: consultation document - GOV.UK Consultation on changes to ILACS and SCCIF 2027
- Review of early deaths of care leavers - GOV.UK
- **Registration update - children's homes registration: common questions and issues**

- **Why might my application not meet the criteria for priority status?**
- **Can I admit children before I have received a registration decision?**
- **Why is my registration application being delayed?**
- **Does priority status guarantee a faster registration decision?**
- **What is happening with applications that are not prioritised?**

- **Social Media Ban Webinar (free): 14/10/26 1-2pm**
- **The National Supported Accommodation Conference: 15/09/26 Birmingham**
- **TCTC 2026 Annual Conference - The Cost and the Value: Therapeutic Communities and Sustainable Organisations: 28-30/09/26**
- **9th September 2026 –** *'bitesize session'* **Elissa Emery, Hannah Dellow & Claire Tilley (1848 Limited) - meta analysis data on dynamic risk**
- **16th September 2026 –** *'the dialogue'* our fortnightly update session with inspection top tips, research, regs and responses to member queries. **RM Vacancy Webinar with John Woodhouse**
- **23rd September 2026 –** *'bitesize session'* **Linda Briheim (Coram Voice) - From Surviving to Thriving: The seven drivers of well-being for children in care and care leavers**
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Overview:

This is a role which has become more defined in terms of the expectations of regulators and commissioners, despite the lack of explicit regulation . This will be an opportunity (with peers) to explore the role and to:

- discuss and define the role within the current context of the sector
- analyse the requirements of the role within the context of increased accountability
- align the requirements of the role to the current regulatory and inspection frameworks.
- define , discuss and review how you undertake the role in an effective regulatory and developmental way.

CH Regs 2015

- "A provider must demonstrate to Ofsted that the responsible individual it appoints is able to meet the requirements of regulation. Our inspectors scrutinise the steps providers have taken to determine that a responsible individual who has been appointed to a registered establishment or agency is fit to supervise the management of an establishment or agency."

Key Ofsted Requirements

- **Seniority:** Must be a director, manager, or owner with the authority to influence policy and financial decisions.
- **Fitness and Character:** Must be of good character, demonstrating honesty and trustworthiness (verified via an Enhanced DBS check).
- **Competence:** Must possess the necessary qualifications, competence, skills, and experience to supervise management effectively.
- **Oversight:** Ensures the service consistently meets the Children's Homes Quality Standards and maintains a robust internal monitoring and governance system.

Guide to Regs

- Regulation 26(7)(b) requires the Responsible Individual to have the **capacity, experience and skills** to supervise the management of each children's home that they are Responsible Individual for. **This includes being able to demonstrate that they have the essential skills needed to develop the leadership and management of homes within their remit such that the homes have the capacity and capability to meet the Quality Standards.**
- There is no limit to the number of homes that a person can be appointed as Responsible Individual for, but they must be able to demonstrate that they can effectively supervise the management of each home individually, as well as all of the homes overall.
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What is an RI's role and who is suitable?

The Responsible Individual's is nominated by their registered provider for the purpose of *supervising the management* of the home(s) on behalf of the organisation.

They should have an understanding of both effective practice in responding to the needs of looked-after children and of local authority care planning duties and how children's homes are required to support these.

Starting points for consideration

- If you an existing RI:
- Can you articulate your role?
- Prospective RI:
- Do you have an understanding of what might be asked of you?
- Owner: What do you want your RI to do? What skills should they have?

Group work

- What does supervising the management of the home entail? Think obvious/direct and background work.
- What are the essential skills needed in your opinion?
- Is this a full-time role?

Supervising the management of the home

- QA
- Regular oversight
- Accessibility
- Understanding your RM's role
- Creating and protecting capacity
- Utilisation and adequacy of resources?
- Shaping and overseeing culture?
- Direct supervision
- Application and effectiveness of policies and procedures?
- Analysing childcare
- What else??

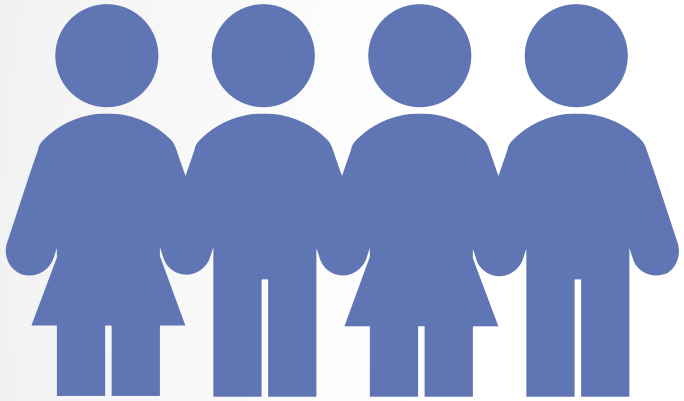
Essential skills

- Competency
- Keeping a calm head in a storm
- Critical thinking
- Ability to challenge and keep people on board
- Clarity of expectation
- Inquisitiveness
- Knowledge of:
- The sector
- The issues that impact on the sector/your company

- Staff management
- Ability to read the room
- People skills
- Assessment skills
- Leadership
- What else?



Knowledge



- What key legislation should you have to hand as the RI ?
- Take a few minutes to list what you should have available to you?

Legislation:

- Guide to the Children's Homes Regulations including the Quality Standards 2015 & Guide
- KCSIE 2025
- Working Together to Safeguard Children 2026 (including the illustrated children's guide)
- Care planning , placement and case review regulations 2010 - 2014
- Children Act 1989 et al
- Children and Families Act 2014
- SEND regulations & revisions 2014 & Code of practice reforms planned for 2026
- RIPA 2000
- Health and Social Care Acts incl 2012
- Counter-Extremism and Safeguarding Bill
- Care Standards Act 2000
- Mental Capacity Act 2005 and onwards
- DOLS 2009 and Cheshire West judgement 2014
- Safeguarding – Liberty Protection Safeguard due to replace DoLS in 2026-not confirmed
- Children's Secure Accommodation Regulations 1991 onwards
- Legal Aid , Punishing and Sentencing of Offenders Act 2012
- Matrimonial and Family Proceedings Act 1984 0nwards
- Mental Health legislation
- Health and safety legislation various
- Equal Opportunities legislation 2010 onwards
- GDPR 2018
- The Children & Social Work Bill 2016

Legislation/Guidance – continued:-

- Promoting the Educational Achievement of Looked After Children (2015)plus amendments
- Tackling CSE action plan (2015) amends 2021
- Children & Families Act (2014)
- Care of Unaccompanied and migrant children and victims of modern slavery 2017
- Statutory Guidance on Children Who Run Away or Go Missing from Home or Care (2014) and ongoing
- Statutory Guidance on Short Breaks (2011)
- Children (Leaving Care) Act (2000)
- SCIFF
- PHEW!! I am sure I have missed some……
- This is NOT about knowing all of these – it is being aware and having a copy available- your own RI drop box perhaps?

An RI is a leader

An RM is a Manager-what is the difference?

- In small groups draw up two lists showing the differences in the skill sets of “LEADERSHIP “ and “MANAGEMENT.”
- Feedback

Leadership ……

- *Leadership is the ability of an individual to influence, motivate, and enable others to contribute to the organization's success.*
- Integrity
- Honesty
- Passion
- Managerial competence
- Empowerment
- Vision/ values
- Inspiration
- Strategy/critical thinking
- Open mindedness
- Flexibility
- Continuous improver
- Trust
- Influential



- **Management**.....
- *The role of management is to control a group or group of individuals in order to achieve a specified objective.*
- Planning
- Knowledgeable
- Time management
- Role modelling
- Organising
- Controlling
- Setting day-day operations
- Supervising
- Directing
- Setting expectations
- Clarity
- Challenging



Keeping the roles seperate

- What did you find out?
- Any cross over points between RI/RM?
- Are these influenced by the size of the organisation – e.g. in a smaller organisation this is more likely?
- Have you encountered issues?
- Did you / how do you resolve them – or not?

General discussion

- Are you asked to do more than you think is required by regulation?
- Does your role cross into the requirements on the CEO/Owners and if so, where does accountability lie?
- Does your JD/Contract reflect what you are expected to do?

Key starting points for the RI-challenge!

- Does your JD adequately define your role?
- Are lines of accountability clearly defined?
- How many services are you responsible for ? Too many?
- Delegated lines of monitoring when you are the RI for a number of homes? Are these secure? Do you get the information you need?
- 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 too.

Getting the foundations right

- 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?
- Are you up to date with current issues?
- 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?

RI (SW) standards- how did the standards come about?

- Devised by the SW RI Forum to try to give a share / structure to the core requirements of the role.



Who did we draft the standards for?

- These standards are for the use of the Responsible Individual for an organisation in establishing a framework for gathering evidence from as broad an evidence base as possible ,which satisfies them 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;

Design and structure:

The Leadership and Management regulation / standard sets out eight key areas which form the start of the analysis for the RI :

* Responsibility for leadership and management
* Work in partnership
* Supporting children
* Workforce
* Quality of care and impact
* Feedback from children
* Research and development
* Quality assurance and quality of care



Summary:

- Clarity about the regulatory framework
- Ofsted's view
- RI role – new multi home registration
- Outline of a potential model for you- SW RI Standards – introduction
- Understanding of key leadership and management elements held in Regulation
- Differentiation of leadership / management skill sets and where the RM / RI have to have boundaries

NEXT time – defining and monitoring quality of care.



Next steps

- Set up your drop box
- RI- evidence folder
- RI- CPD evidence
- Any queries
- Any questions
- Email liz.cooper@dialogueltd.co.uk