Promote and manage a quality provision.

Course designed by: Astell Evans (2008, updated 2011 & 2016)

Course target criteria (1)

a) Ensure agreed quality standards of practice are maintained

b) Identify and act on unprofessional, harmful or dangerous practice through supervision, staff development and training of individuals and the team

c) Ensure that your practice complies with fire, safety, food hygiene and infection control regulations

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Course target criteria (2)

d) You implement and review the effectiveness of systems, procedures and practices for quality assurance and control within your provision ensuring that they comply with legal, registration, regulatory, inspection and organisational requirements

e) You ensure that people, workers and relevant others are aware of quality assurance, control and standards for provision

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Course target criteria (3)

- Understand your organisation's arrangements for managing performance
- Show how you plan and work for improved outcomes for people who use services
- Show how you involve workers and people who use services in service innovation
- Understand the roles of the partner organisations and the implications for your role
- Understand the information people who use services may need

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- What is the purpose of the organisation, you work for and the part in it which you work?

- Make some notes and then spend 10 minutes discussing your response, with a partner, before feeding back to the whole group.

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The Managers role may include:

- Managing training needs
- Supervising staff
- Managing support groups
- Managing information
- Providing out of hours support
- Managing budgets
- Managing change

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A Manager's comments

- *'My role as manager includes providing supervision to social wok and admin staff'*
- *'It includes monitoring performance indicators, writing policies and procedures, developing strategies and systems for recruiting staff as well as organising training and development'.*

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A Manager's comments (2)

- *'I also have duties towards Ofsted (a government body). This involves reporting to the inspectorate, in terms of significant change in our organisation that may impact on our service delivery to children and young people. This means that my performance as manager is monitored by two organisations'.*

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Mintzberg (1982)

- Mintzberg showed '*a substantial difference between what managers do and what they are said to do*'.

- *Mintzberg's framework highlighted ten managerial roles*

- *Mintberg, H (1998) 'Covert leadership notes on managing professionals', Harvard business review, November-December, pp. 140-47*

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The interpersonal Roles

- Figurehead,

- Leader

- And Liaisons

The Information Roles

- Monitor
- Disseminator
- Spokes person

Decisional
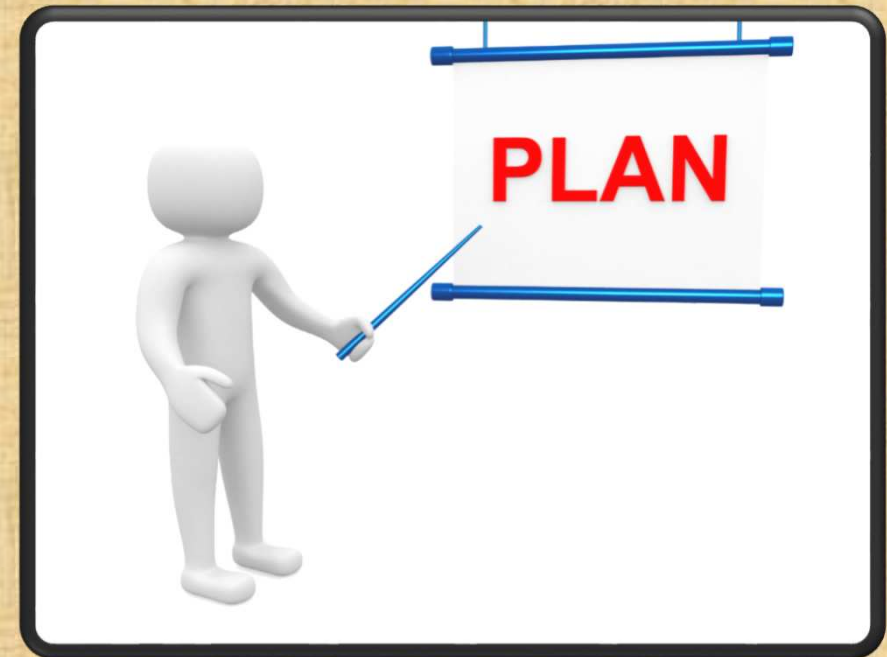
- Entrepreneur
- Disturbance handler
- Resource allocator
- negotiator

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Interpersonal

- includes the social interaction or network of role relationships the manager has with varied group of people (links systems theory).

Systems – What does this mean?

- The term 'system' means the way of working and organising work according to certain procedures; 'structures' has a looser meaning and means the framework and **patterns of relationships** which people have with one another.

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- The figurehead is described by Mintzberg to be a 'formal authority and symbolic position representing the organisation'.

- Some Social Care managers clearly have an amount of power to enforce practice, in line with National Minimum standards/Regulations and influence what work takes priority.

- Can you think of any examples of managers using such power?

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Liaison

- Secret relationship
- Communication
- Connection
- Contact
- Meetings with other service providers, education staff, health workers and bringing back areas of practice that can be feedback to your organisation's staff, don't forget that supervision and liasing with Ofsted can seen as imposed demands (they require time and is part of some social care managers' job)

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- Monitoring, dissemination and spokesperson (**Information role**)
- May involve presenting information to others both in and outside your organisation.

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Decisional/Entrepreneur

- A business person who attempts to profit by risk and initiative

- May make decisions with inspectors and others about the interpretation of legislation

- May involve the manager using reflections from previous management and social care experience, for example using previous experience of managing conflict, as a **disturbance handler**

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Resource handler

- Allocating work
- Allocating training
- Type of food required for a residential unit
- Cleaning supplies etc
- Staff expenses

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Stewart (1992)

- Lists the sources of demands that include manager imposed demands

- This is things your manager expects and you cannot disregard without attracting some sort of penalty

- Thus, this may impact on a manager's interpersonal relationships with staff

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- For example: a managers role may involve **monitoring** performance (using performance indicators, such as areas of an employee's job description or a occupational competence, for example, *you ensure that the appropriate people know where you are at all times* (Health & Safety)

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Externally imposed demands (Stewart 1982)

- Imposed demands where their may be penalties for the organisation or the manager for non response.

Children's Homes Regulations (2016)

- **17.—(2)** The registered person must co-operate with the child's placing authority in agreeing and signing the child's placement plan.

- **17- (3)** The registered person must comply with requests by the child's placing authority to—(a) provide the placing authority with information relating to the child; and (b) provide a suitable representative to attend any meeting the placing authority may hold about the child.

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Fostering Regulations (2011)

- Local authorities should ensure that any services they commission from fostering agencies comply with the functions, duties and powers of that Act (1.2 The Children Act 1989 Guidance and Regulations Volume 4 : 2011)

4.8 The Children Act 1989 Guidance and Regulations Volume 4 : 2011

- Regulation 35 requires the registered manager of a fostering agency to have systems in place to **monitor the quality of care provided and to improve the quality** of care. Whilst this duty does not apply to local authority fostering services, the manager of such a service will nevertheless need to use information about the quality of care they provide to drive service improvements.

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Ofsted Framework for assessing independent Fostering Agencies (2014:10)

- Effective and continuous learning improves professional practice. This is sustained over time. Leaders, managers and staff have ambition and inspire high quality work with foster carers which supports exceptional progress, and protects and promotes the welfare of, all children and young people placed with the agency.

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Leadership and management
Ofsted Framework for assessing independent Fostering Agencies (2014:21)

- Leadership and management must demonstrate clear vision and ambition for children and young people who are fostered. Leaders and managers must monitor all areas of the fostering agency, particularly the experiences and progress of, and outcomes for, children and young people, and demonstrate continuous improvement.

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Ofsted and Leadership and management continued

- Effective partnerships with all those involved with looked after children and young people are clearly embedded within the service so that it delivers the best outcomes. These include partnerships with children and young people themselves, looked after children's teams, other fostering agencies, local authority fostering and commissioning services, education and health services.

Ofsted Framework for assessing independent Fostering Agencies (2014:21)

- Leaders and managers ensure that children and young people are provided with opportunities to have fun, engage in their community as well as influencing their day-to-day care. Leaders and managers regularly monitor, review and track the progress of individual children and young people to assess the quality of the service and the experiences of children and young people.

Ofsted Framework for assessing independent Fostering Agencies (2014:21)

- Leaders and managers monitor the quality of the service provided and conduct a thorough review of the fostering agency annually. The views of children and young people, their parents, foster carers and other stakeholders inform the review. The results of the review drive continuous improvement in outcomes for children and young people and service provision. Annual quality and performance data forms are promptly completed and submitted to Ofsted.

Ofsted Framework for assessing independent Fostering Agencies (2014:26)

- There is careful selection of staff, fostering households, volunteers and the central list of persons considered suitable to be members of a fostering panel, and there is monitoring of such people to help prevent unsuitable people from having the opportunity to harm children (NMS 19).