

Operational Management Roles and Remit

IMS-KSC-002

Version 2.00



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2 Introduction

This Standard Operational Procedures document has been formulated as a guidance document to underpin practice during the day-to-day management of the Centre.

On a daily basis, Kibble Safe Centre follows the principles set out in the National Care Standards and through best practice guidance, these include:

It's everyone's job to make sure I am alright. (Scottish Executive 2002)

Holding Safely:

"A guide for Residential Child Care Practitioners and Managers about physically restraining children, young children and young people"

(Scottish Institute for Residential Child Care (SIRCC) 2005)

Looked after children and Young People:

We can and must do better (Scottish Executive 2007)

Secure in the knowledge (SIRCC 2005)

How good is our Throughcare and Aftercare service?

Scottish Throughcare and Aftercare Forum 2006

A guide to evaluating services for children and young people using Quality Indicators (HM Inspectorate of Education (HMIE) 2007)

3 Scope

This procedure applies to the Safe Centre within Kibble Education and Care Centre.

4 Aim

The aim of this manual is to provide a common basis for all staff to operate in order to ensure that the Centre consistently fulfils its purpose and function – the provision of quality of care and education in a safe and secure environment for all young people accommodated.

5 Responsibility

Compliance with this policy will be reviewed annually and promoted by The Board, Trustees and Senior Management Team. All staff members have a responsibility for the effective implementation of this policy.

Operations managers are responsible to ensure that this policy is adhered to in their units.



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6 Overview

Kibble Safe Centre is essentially a secure adolescent and children's residential unit. Its purpose is to provide a safe, secure and nurturing environment where the grounds for the initial referral and placement can be addressed in a proactive and child centred manner.

Due to the needs and support requirements of the young people, and the highly complex nature of the task, a clear and unequivocal management structure is necessary. This recognised management infrastructure should provide direction, leadership, guidance and support for staff, while ensuring that consistency and child-centred practice is maintained within teams.

Secure care provision like residential childcare is a 24-hour service therefore the management of the centre, staffing and its facilities have to be relevant and appropriate in order to provide an adequate service provision. We must ensure that there are experienced, qualified managers on shift at any given times.

The structure that has been drawn up for our Safe Centre takes all these factors into account.

7 Operational Management of the Safe Centre

The Centre will operate a 3-tier system of management that will provide adequate and appropriate guidance, direction and support at all times.

This system will:

- Ensure the Safe Centre remains a safe and secure environment at all times.
- Ensure adequate availability of experienced and trained managers all of whom will undertake training to meet the Registration requirements for their post.
- Ensure that any incidents are afforded an appropriate level of management response to match the nature of the incident.



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8 PROCEDURE

The Centre will operate a 3-tier management system encompassing a Duty Manager, Operations Managers and Service Managers. A Night service Manager will be on duty each night of the week.

The Three Tiers

8.1 Tier One: The Duty Manager

The role, remit and general areas of responsibility of the Duty Manager are as follows:

- To act as a coordinator for that particular shift, especially in relation to staffing levels.
- To provide consultation, advice, direction and support for the unit teams where necessary throughout the allotted duty period.
- To manage, coordinate and respond to incidents where physical interventions become necessary. Ensuring debriefing and incident reports are completed.
- To satisfy themselves that the Centre is, at all times, fit for purpose, and undertake any remedial action where necessary, keeping the Centre's Registered Senior Manager informed in relation to such matters.
- To deal with any admissions in an emergency. All planned admissions will arrive through the screening panel.
- To co-ordinate any breach of security in the Centre and report any absconders to the local police using their Children and Young people missing from Local Authority care protocol.
- To authorise any mobility or secure escort of young people from the Centre i.e. medical emergencies.
- To coordinate a response to any issues relating to Child Protection ensuring that the Child Protection Officer is involved at the earliest opportunity.
- To keep accurate, timed and relevant information in the Duty Manager's logbook, signing all entries.
- To authorise and help monitor any episodes of single separation.
- To consult and inform the Centre's Registered Manager in the event of any major incidents.

NB: Both Operations Managers and Service Managers will undertake the role as Duty Manager within the Centre on a rotational basis.

8.2 Tier Two: Operations Managers

- To ensure operational and strategic development of the two units for which they have management responsibility (one within the Safe Centre and the other in our open provision).
- To keep accurate records on outcomes for young people who require safe and secure care. This should be based on ongoing evaluation and monitoring of the placement.
- To ensure formal supervision occurs for the teams they have responsibility for and that frequency is in line with organisational policies and procedures.
- To ensure that the Service Managers they have responsibility for are given regular, formal supervision in line with policies and procedures.
- To oversee and conduct mandatory operational training in order to identify deficits in knowledge and experience within teams.



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- To formulate annual development plans for their respective units and review these at regular intervals.
- To ensure written reports dealing with unit issues are provided monthly for the Board of Directors
- To underwrite written reports and assessments in terms of competency and accuracy and ensure quality assurance is maintained.
- To carry out internal investigations relating to potential employee malpractice.
- To ensure policies and procedures are fit for purpose, reviewed and updated where appropriate.
- To liaise with the Duty Manager and ensure high levels of service provision are maintained across their units.
- To ensure high standards of Health and Safety are maintained at all times.
- To play an active part in the referral process ensuring Kibble operates in an effective manner, placing young people in appropriate units.
- To ensure all development plans for staff and the units they have responsibility for are in line with Regulatory bodies.
- To ensure any admissions have the correct documentation and paperwork.

8.3 Tier Three: Service Managers

- Have responsibility for the day-to-day operational running of their unit (one unit).
- Will ensure appropriate staff cover in their unit.
- To act as first-line manager for staff in the unit they hold responsibility for.
- To formally supervise and mentor their teams in conjunction with their line manager (Operations Manager).
- To liaise with the education department and ensure that the 24-hour curriculum is functioning to a high standard.
- To play a leading role in the LAC process and the wider multi-disciplinary approach, ensuring that decisions are in line with best practice and relevant to the needs of the young person.
- To co-ordinate visitors to the Safe Centre whilst keeping the Duty Manager informed.
- To help manage and plan for new admissions and discharges and ensure that Exit Planning is carried out in line with good care planning.
- To oversee residents basic needs are being met at all times, taking action where there are any potential shortfalls in service provision.
- To co-ordinate and keep accurate SCM Incident Reports and liaise with the SCM Manager/Coordinator.
- To support the Duty Manager and Operations Manager in the debriefing of staff after critical incidents and keep up to date records.
- To liaise with the Operations Manager to review formal complaints made by staff or young people.
- Ensure that organisational policy, in relation to equal opportunities, is adhered to at all times.
- To help coordinate responses to accidents, injuries, dangerous occurrences and illness. This should be done in close liaison with the Health and Safety Manager at Kibble.
- To report repairs and any vandalism to the facilities Manager for prompt action.
- To co-ordinate activity planning (particularly during holiday periods) that will give our young people new experiences and opportunities.
- To inform, consult and work in conjunction with the Duty Manager and Operations Manager in the event of any major occurrences of disruption, incidents or breaches of security.



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9 Night Service Manager

The Night Service Manager's role and remit mirrors that of a Service Manager, primarily this position involves providing formal supervision for all Night Care Workers.

10 Registered Safe Centre Manager (Director)

It is the responsibility of the Registered Safe Centre Manager (Director), to manage and plan for the overall strategic development and progression of the Centre. They will also provide formal supervision for Operations Managers in the Centre and ensure that their duties are carried out in conjunction with policy and procedures. They will also have full and direct responsibility for all aspects of operation and management of the Safe Centre.

11 On Call System

There will be a Senior Manager and an Operations Manager/Service Manager on call 365 nights of the year.

12 Duties and Responsibilities

Duties and responsibilities for unit teams fall into two clear categories. These are reactive and proactive:

Reactive Responsibilities: these are the activities which are the direct response to an alarm or request for assistance, and invariably occur when a situation arises which is a direct threat to the wellbeing, safety, security and/or health of our young people, staff or visitors. Examples of this would include fire alarms, personal attack, attempted escapes, incidents of concerted violence and aggression and failure of key services such as water and electricity.

Pro-active Responsibilities: These are tasks, which minimise the likelihood of incidents and therefore reduce the reactive responsibilities: the tasks, which, if planned and executed properly, assist in maintaining a risk-free, safe and secure, healthy working environment. Examples of this would include supervising visits, assisting with security i.e. searches, supervising the movement of young people and processing admissions.