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| --- | --- | --- | --- |
| Name of children’s Home |  | Registered Manager |  |
| Date of plan |  | Date to be reviewed |  |

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| Staffing Structure |
| * *Please see Appendix 1 for Staffing structure chart*   **Example:**   * The Registered Manager has overall responsibility for all services delivered via (NAME OF HOME) * Every shift is led by a Duty Officer who is a senior member of the permanent staff team. This person does not provide direct support to young people but coordinates activities within the home and is responsible for medicines and log book recording. * A member of the management team is on call to provide advice as needed. * The minimum staffing level for all young people is one Residential Child Care Worker for two young people although this may be increased in line with individual risk assessments. |
| Qualifications |
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| Training |
| **Example:**   * All staff are required to attend mandatory training as outlined in the Residential training pathway *(see Appendix 2)*. * A range of additional specialist training is available in line with the needs of the young people and an analysis of the training needs for individual staff. * A delegated member of the management team has responsibility for monitoring the completion of training and will raise any non-compliance with the Registered Manager. * Training and development is also a standing agenda item on all individual supervision meetings and Staff meetings. Staff are expected to reflect on what they have learnt from attending training, and how their practice will change as a result. * Staff attending bespoke training courses will be supported to share their learning and any new resources in a team meeting. |
| Supervision |
| **Example:**   * Supervision is regarded as a critical function in the service and is afforded appropriate priority within day to day planning. * Supervision takes place regularly for all staff in the service; usually 4-6 weekly or pro-rata for part time staff. * Supervision is only provided by members of the management team (Registered Manager, Assistant Managers and Principal Residential Child Care Workers) who all receive annual training on delivering effective supervision. * All Supervisors use a standard template for agendas and notes. Notes from meetings will be signed and dated by both parties and shared with supervisees within 10 working days. The notes will be stored confidentially on the Personnel file for each staff member and a copy will be provided to the supervisee. * Supervision may take the format of one to one meetings, informal supervision, practice observations and group supervision. |
| Appraisal |
| **Example:**   * Appraisals are carried out yearly in line with the financial year end and cover the period of April - March. * Appraisals are an opportunity to review performance over the last year, and also to set some objectives for the coming year which include learning and development. * Staff are expected to provide a written contribution in advance of their appraisal meeting and to discuss this with their supervisor at the appraisal. |

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| Strategic priorities for the service |
| **Example:**   1. To have a stable and content staff team who feel well supported 2. To develop the knowledge, skills and confidence of all staff in core areas affecting young people 3. To identify talent in the team and effectively employ opportunities for progression and career development 4. To extend the capacity of the management team 5. To recruit new staff to occupy vacancies in the service and reduce the use of agency staff |

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| Recruitment |
| **Example:**   * Agency staff are currently used to cover staff shortages but at no time comprise more than 50% of the staff on Duty. We have good relationships with agencies that are able to supply consistent staff from a preferred list. * Following recruitment to new and existing vacant posts, it is hoped to achieve a position in which the use of agency staff is exceptional. * Recruitment methods are being reviewed in order to attract a wider range of candidates and the response to current adverts is being monitored. * The Homes proximity to other more lucrative employment in the Gatwick and Surrey areas can impact on our ability to recruit and a further business case to agree a market supplement may be required. * There are some current temporary redeployments from within the residential services at the current time which are supporting the service to maintain lower vacancy rates. |
| Forecasting |
| **Example:**   * The current patterns of staff moving on from the service remain fairly consistent, with a relatively low level of voluntary leavers. Feedback from exit interviews indicate that staff are happy and moving on for either career development or changes in personal circumstances. * It could be anticipated that there may some temporary leavers (due to maternity) within the majority female staff team but at present this is not the case. |
| Performance management |
| **Example:**   * Poor performance is managed initially through the supervision and more formally in accordance with the capability procedures if the situation is not resolved. * Supervisors will complete an Improvement Plan with individual staff outlining the concerns and identifying specific improvements that are required. Timescales are clearly set against actions and reviewed regularly to ensure sufficient progress. * Support and advice is also available from our dedicated contact in the Workforce Team and the Service Lead for who will also oversee and co-ordinate any investigations or hearings as needed. |
| Confidential reporting / whistleblowing procedure |
| **Example:**   * All staff are familiar with the Confidential Reporting (Whistleblowing) procedures if they have any concerns about the practice of colleagues. * Staff are encouraged to share concerns with the Registered Manager or other senior managers as necessary. * The practice guidance can be found on the WSCC Children’s Home Tri-X website. |

**Example of an Action Plan:**

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| --- | --- | --- | --- | --- |
| Action Plan | | | | |
| No. | Action required | Due date | Who | Date completed |
| 1 |  |  |  |  |
| 2 | To allocate clear areas of responsibility among the management team and support staff to complete these duties. |  |  |  |
| 3 |  |  |  |  |
| 4 |  |  |  |  |
| 5 |  |  |  |  |

Appendix 1: Staffing Structure chart

Appendix 2: Residential training pathway