

Fáilte

What is the Challenge

To ensure the ongoing welfare of children



Aim

Whatever the circumstances (economic, social, cultural) - that every possible step is taken to promote the welfare of children and to prevent the mistreatment of any child



People

The most important and responsible people are the staff, that work directly with children on a daily basis

People that manage staff have an added responsibility

Owners, directors and/or managers



Managing

Ensure the welfare of children in services by ensuring the accountability of everyone who works with children

Communicating this to parents to reassure

Ensure a culture of accountability is maintained in services while other issues are addressed

Highlight current best practices

What is management

1 A Set of Tasks

Tasks that can be done by any person/ by people,
that are **outside of the direct care of the
children**

These include work such as:

Planning, co-ordinating, administrating, directing,
evaluating and communicating.

Management

2 Management is a post (Manager) that gives managers/directors/owners power, authority and control

On a day-to-day basis in services managers are given and exercise this authority and control



Authority is permission to act
without permission.

Control

The proper exercise of control will ensure the safety and welfare of children. Best practice in childcare would dictate that:

The person in charge is in control and on the premises

The Manager will always exercise control in the best interests of the safety, well being and development of the children in their care.

The Manager will be open and accountable for how they exercise control

Control

The Manager will ensure that others to whom they delegate control – room leaders etc. are exercising control over staff and that leaders and all staff are accountable

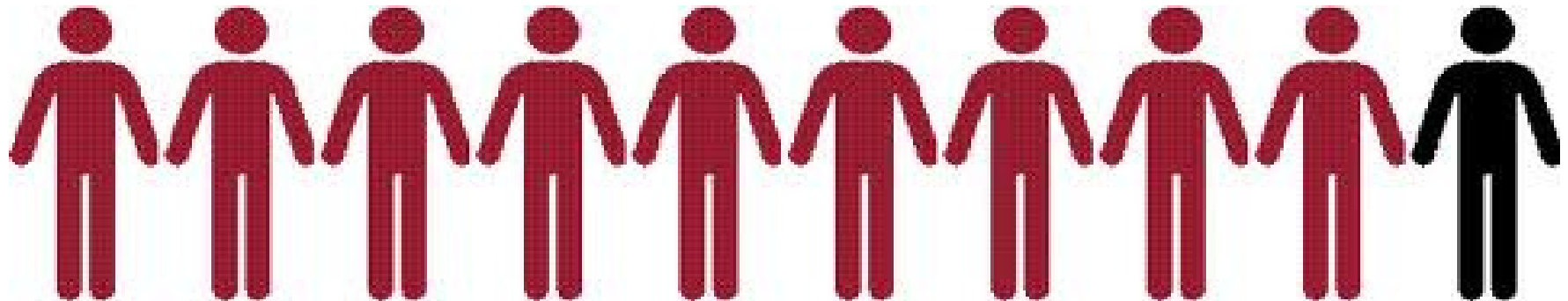
The Manager will ensure people are clear on their role and the authority and responsibility that comes with that role

Accountability

Safe to say 9 out of 10 childcare workers are motivated and well intentioned?

Ten out of ten must be held accountable!

Where someone does not act in the best interests of the child, intentionally or unintentionally, this must be addressed



Accountability

This is a challenge.

To meet the challenge –
Personal and procedural



Personal

Courage

Integrity

Personal accountability – Let others know what you are doing so you can be personally accountable

Sense – (Get advice, take counsel, know the rules and regulations)

Ongoing training and professional development

Procedures to ensure accountability

Recruitment – Those that are to supervise workers must be involved in recruitment.

Everyone should have terms and conditions of employment

Clarity on roles and responsibilities

Clear on key policies – child protection – grievance and discipline

Procedures to ensure accountability

Active supervision of staff

Regular staff support and supervision meetings

Staff meetings

Accentuate the positive - eliminate the negative

Create a 'culture' of accountability and responsibility where child welfare comes first and this is the responsibility of all staff, led by management

External Directors (Remote Control)

Private owners - there may be one service or a number of services - There may be a franchise

Community Services overseen by voluntary boards of Directors

These appoint managers to run the service on a day-to-day basis



External Directors - Board of Directors Company Limited by Guarantee

Members own the company

Directors manage the company on their behalf and are **legally** responsible

Anyone acting as a Director is a Director

Directors have responsibilities under:

Employment Law

Health and Safety Law

Company Law – Financial accountability

Data Protection

Childcare Act 1991 – Regulations 2006

Contractual Law (ECCE, CCS and CETS)



Board of Directors

Company Limited by Guarantee

Directors are not expected to have an in depth knowledge of these matters.

They are entitled to hire a professional who has knowledge and ability in these areas to run the service for them – A childcare Manager

They must then ‘manage’ the manager – they must ensure she is both supported and supervised –

They must never perform the role of the Manager

The Manager may need to assist the Directors to achieve this

Directors should meet often enough to perform their legal duties

External Directors - Private Owners

Owners who are not on the premises have the same range of legal responsibilities as mentioned for the voluntary board of Directors

They must have a manager on the premises

They should ensure the manager manages the Service and support them in this

Accountability to Parents

Parental involvement

Available to parents - By phone – by appointment

Role – Be aware of your role as manager

Exercise that role and be seen to exercise it

Openness and transparency

Continuous reassurance



Future



Maintain excellent practice

Ensure the active management of services in key areas –
recruitment - accountability – staff support and supervision –
child welfare and protection policies – etc.

Culture – Maintain a culture where it is the responsibility of
everyone in the service to act in the best interests of the child
at all times. Model this behaviour

Ensure the on going training and development for managers,
staff, owners and boards of directors

Immediate

Inform your parents of how you exercise best practice

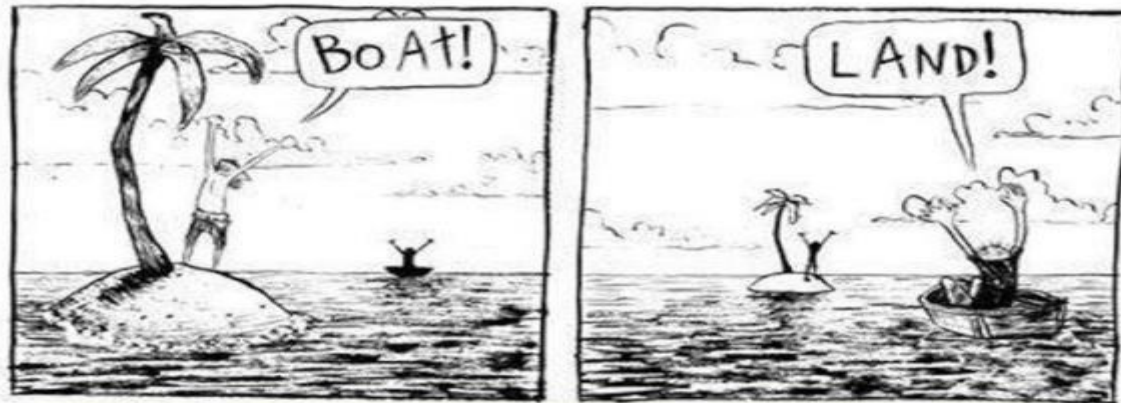
Refer to your most recent inspection report (and steps taken on foot of this report)

Invite them to talk to you and to your staff – visit the service to observe and discuss any area of concern

Two things not to be lost at any time

Perspective

Sense of Humour



Perspective...