

Local Integrated Service Delivery

Area Manager Briefing

Thursday 20th February

MS TEAMS

9.30am-11:00am



Integrated Reform Programme

Better for families | Better for staff

Agenda :

- 09:30 Welcome & Introduction
- 09:35 Area Managers - Reflections from previous meeting February 5th
- 09:50 Area Manager supports-
Mapping Exercise-current resources
- 10:05 Update on Steering Group Structure Decisions
- 10:35 Briefing Sessions-March
- 10:50 AOB
- 11:00 Close

Area Manager Supports

Area Manager Supports:

National to Regional & Commissioning Areas being looked at:

- Governance and Compliance of 3rd Party Providers
- Commissioning (devolvement)
- **Regional Shared Services**

Functions currently being scoped (Regional/Network):

- Payments (Family Support, Foster Care, Aftercare)
- HR processes (Time Returns, Agency, Leave etc)
- Feedback & Complaints
- QRSI
- GDPR
- PQs/FOIs

Our ask of you: (Template Issued)

- **Identify all your existing Area Manager Supports**
- **Assign a priority**
- **RCO –Collate Feedback**
- **Output shared with Delivery leads**
- **RCO Feedback to steering Committee**

Regional Office Return- March 21st

Update on Structure Decisions

Key Inputs into Decision Process:

- Feedback from Staff Consultation and Engagement Sessions
- Analysis of Data- (Supply and Demand)
- RCO/Area Managers feedback
- Feasibility Analysis-Governance & Resources
- Core Principles of Reform Programme
 - Promoting Integrated planning
 - Child-Centred-Participation/partnership
 - Timely, accessible services

Practice Functions: Key Considerations

1	Governance & Clarity Reporting Relationships
2	Appropriate use of resources and capacity to create efficiencies(Including Demand and Supply Factors)
3	Additional Resources Required
4	Quality Assurance / Independent of Case/Line management
5	Span of Control for Area Managers and RCO
6	Integrated Practice
7	Prioritisation (Planning and delivering service)

- Transitioning to 30 Networks does not inherently increase the demand
- Allows for equitable distribution across the networks,
- Maintaining consistent governance on key functions during implementation and transition phase
- Assessment of Risk to service delivery of separating governance & delegated responsibility at this stage of reform process
- Commitment to revisit during Phase 2- stabilisation period and new Network structure is embedded

Decisions Reached

Function	Agreed Option
CASP Referrals	Regional
Retrospective Referrals	Regional
Adult Referrals	Regional
Aftercare Worker	Network
CPC*	Regional
CiC Reviews	Regional
Family Welfare Conferencing	Regional
Fostering Care Committees	Regional
Supporting Foster Carers	Network
Relative Foster Recruitment/ Assessment	Network
Fostering General Recruitment and Assessment	Regional
Fostering Placement Identification	Regional

Clustering of Functions together to be governed regionally, located and delivered in Networks

CASP/ Retrospective Referrals/ Adult Referrals will remain at a regional level, with governance and line management arrangements remaining unchanged from how they are organised presently.

Cluster - Conferencing

FCC

CPC

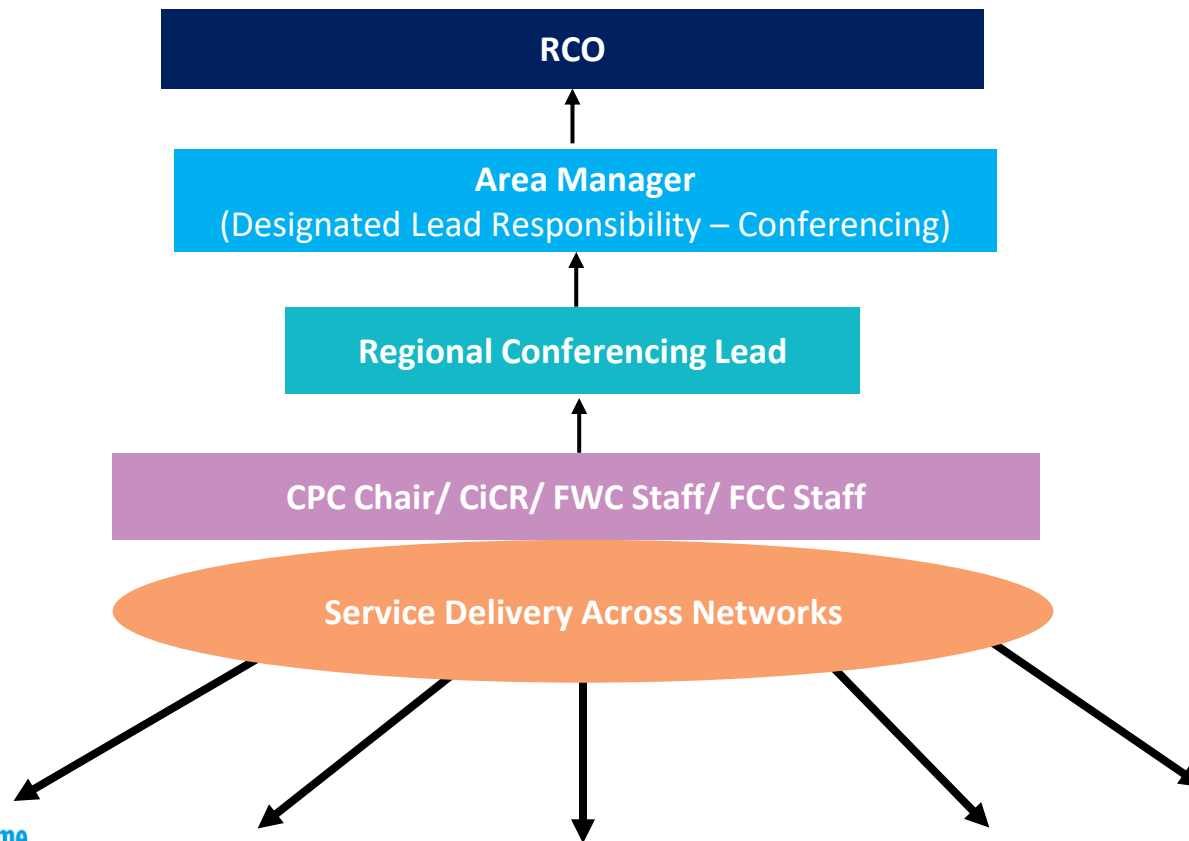
CiCR

FWC

Business support

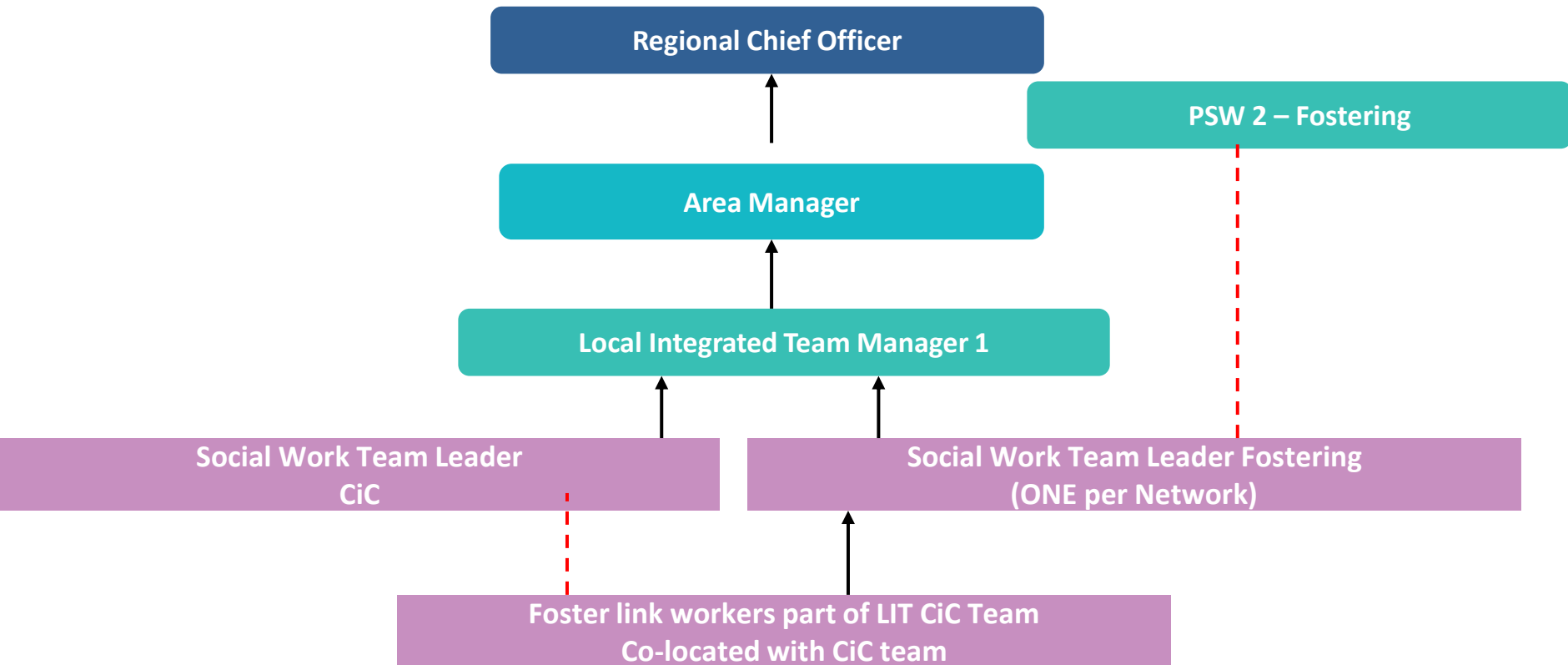
The purpose of these regional conferencing services would be the independent facilitation of critical meetings prioritising Tusla legislative and regulatory obligations. Recognising the shared skillset required to deliver the service

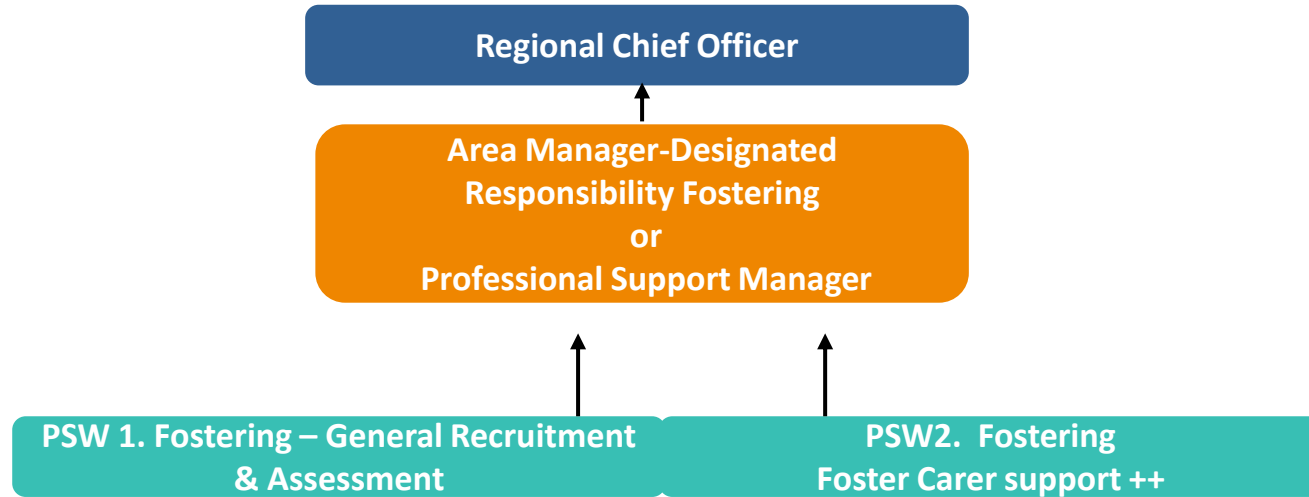
- Neutrality and Impartiality
- Knowledge of child protection policies, procedures, and best practices.
- Objective Decision-Making:
- Strong Facilitation Skills
- Agenda Management:
- Time Management:
- Effective Communication
- Clarity:
- Active Listening
- Conflict Resolution
- Mediation Skills
- Creating a Safe Space
- Preparation and Knowledge

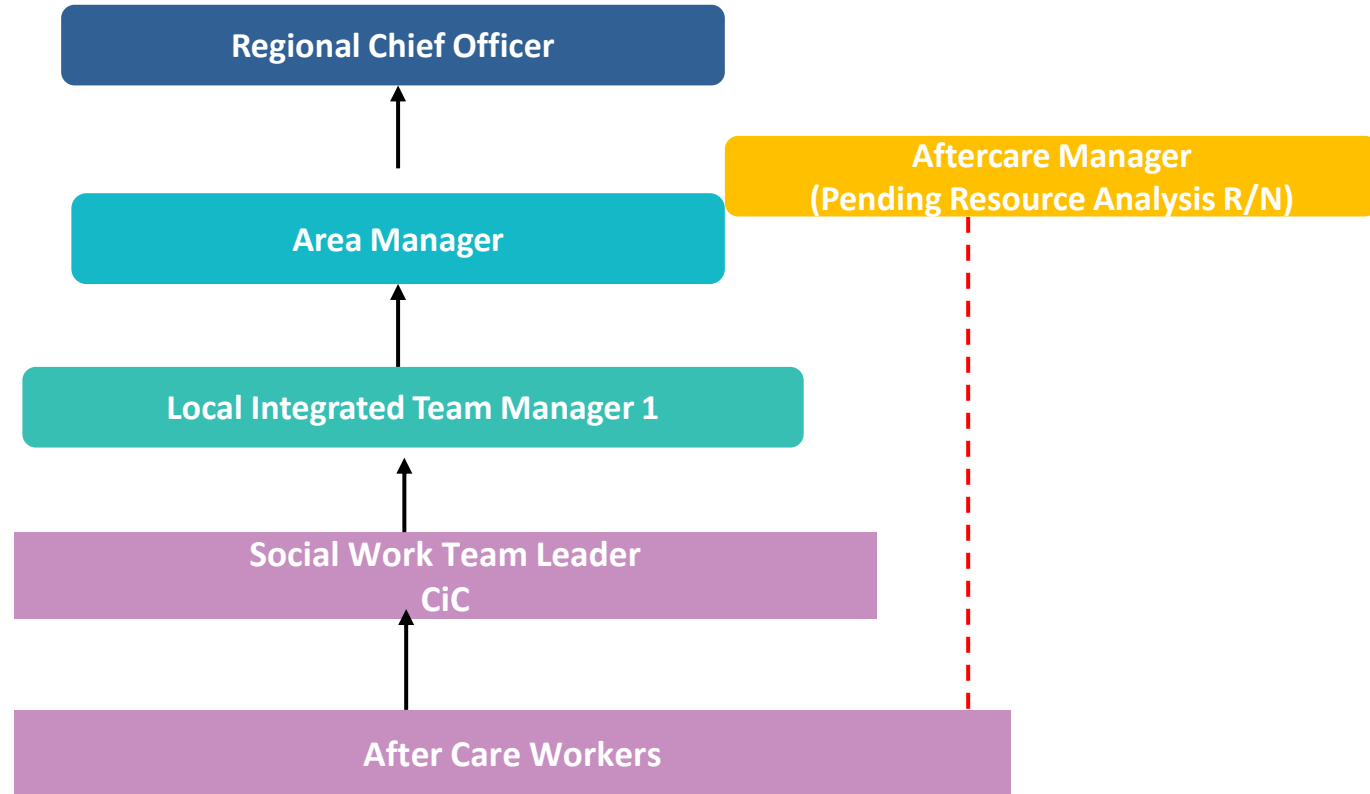


Fostering: General Recruitment and Assessment & Placement Identification (REGIONAL)



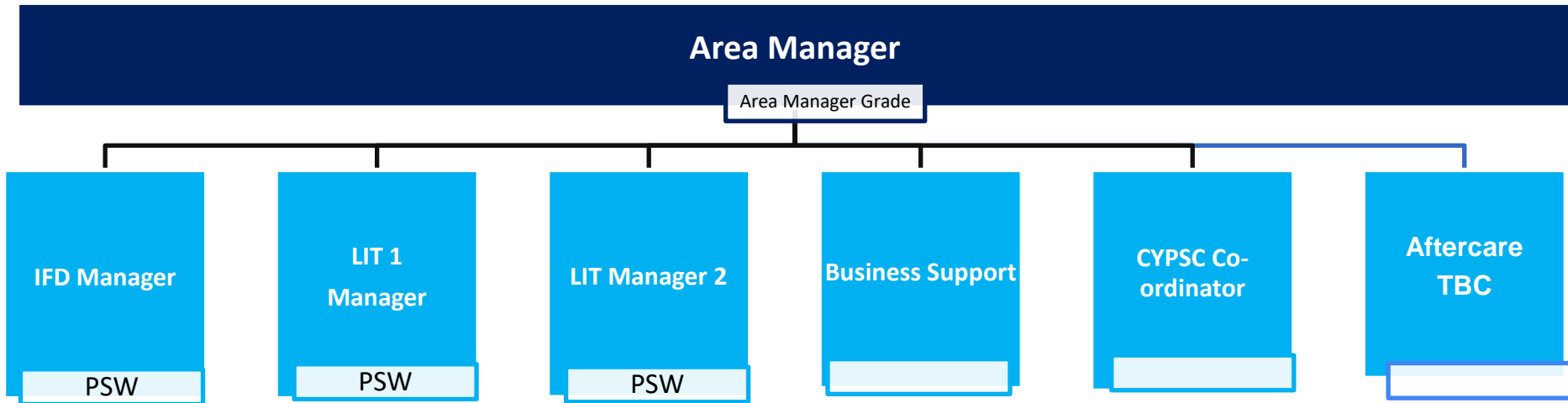




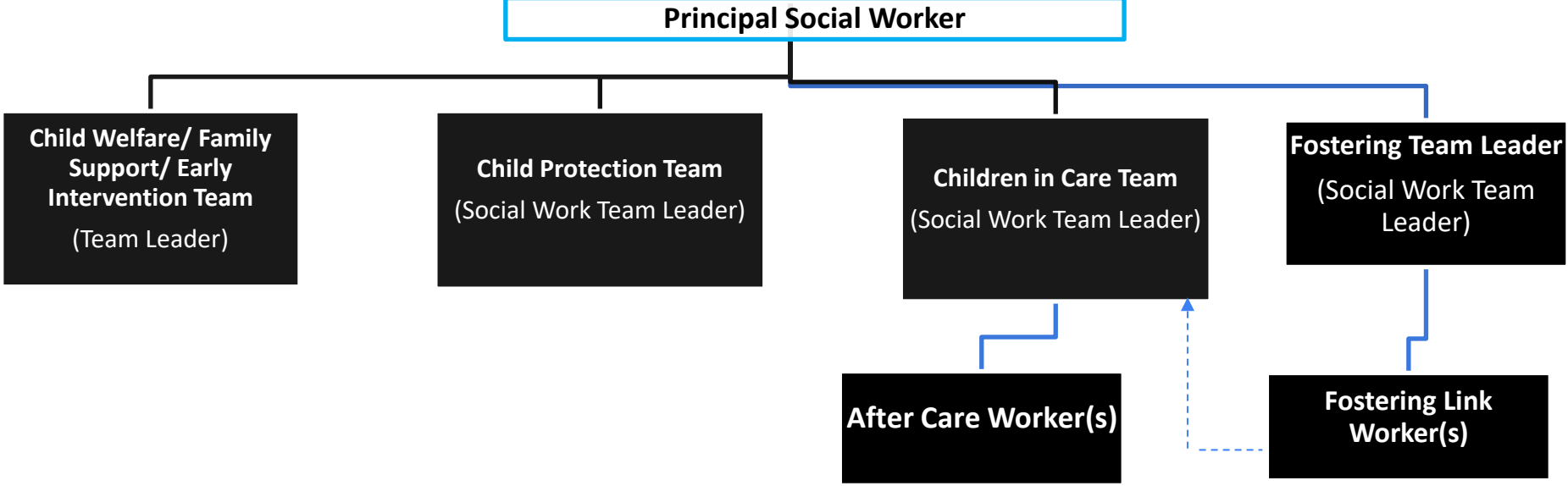


Impact of Decisions on Span of Control-Area Manager

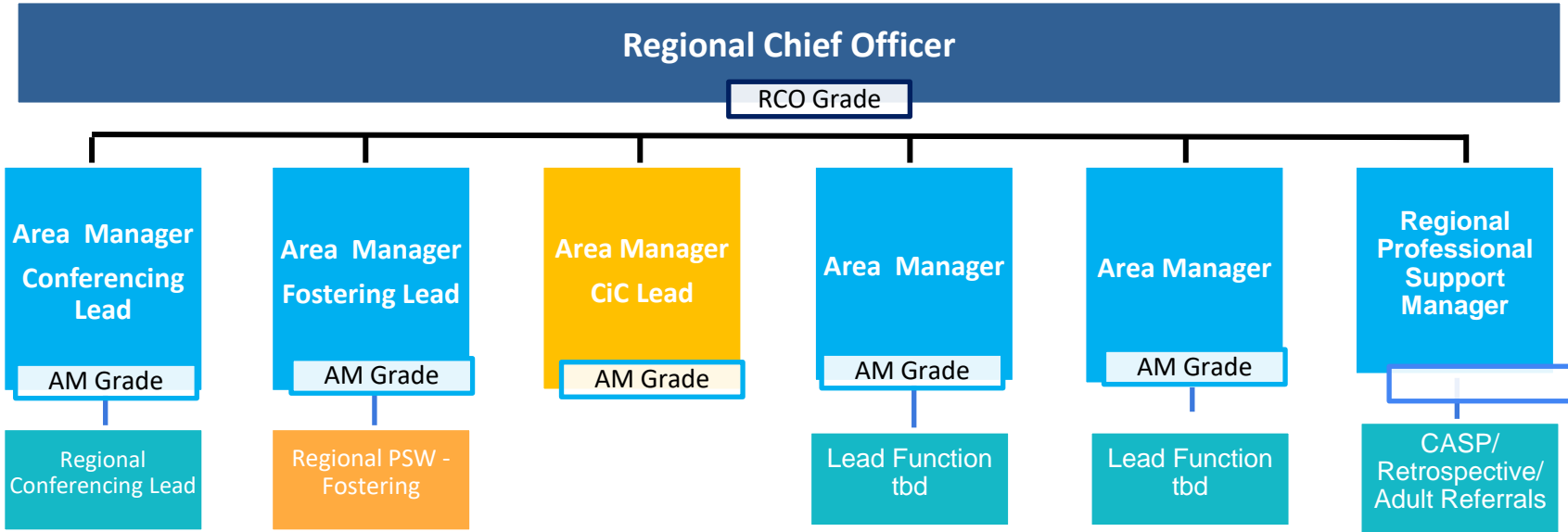
The below organogram illustrates the span of control for the Area Manager (pending additional support services).



Local Integrated Team Manager



Org Chart – Regional Level



After Care Manager
(reporting line TBD)

Initial Feedback

Slide deck will be circulated today

Review and discuss with RCO

Identify any mitigations or implementation challenges that need to be prioritised to facilitate these changes
(March 21st)

Implementation Plan can be adjusted.

**Straight Line
&
Dotted Line**

Straight Line Management Responsibilities

1. Direct Supervision:

1. Overseeing day-to-day operations and activities of staff.
2. Conducting regular performance reviews and appraisals.
3. Providing direct feedback and guidance to staff.

2. Decision-Making Authority:

1. Making decisions regarding staff hiring, promotions, and terminations.
2. Approving budgets and expenditures related to their department.
3. Enforcing agency policies and procedures.

3. Goal Setting and Performance Management:

1. Setting and monitoring individual and team objectives.
2. Ensuring alignment with organisational goals and strategic plans.
3. Addressing performance issues and implementing improvement plans.

4. Resource Allocation:

1. Allocating tasks and responsibilities among team members.
2. Managing resources to ensure efficient service delivery.
3. Prioritising work based on organisational needs.

5. Training and Development:

1. Identifying training needs and facilitating professional development.
2. Supporting staff in skill enhancement and career growth.
3. Organising workshops and training sessions.

6. Compliance and Risk Management:

1. Ensuring compliance with legal, regulatory, and organisational standards.
2. Identifying risks and implementing mitigation strategies.
3. Conducting audits and assessments for quality assurance.

Dotted Line Management Responsibilities

1.Functional Guidance:

1. Providing expertise and advice related to specific functions
2. Offering input on best practices and innovative approaches.

2.Collaborative Decision-Making:

1. Participating in cross-functional teams and committees.
2. Contributing to strategic decisions and policy development.
3. Facilitating collaboration across departments.

3.Influence without Authority:

1. Influencing outcomes by building relationships and consensus.
2. Advising on complex cases or projects, without direct decision-making power.

4.Project Management:

1. Leading or participating in special projects that span multiple departments.
2. Coordinating efforts among various teams to ensure project success.

5.Reporting and Communication:

1. Providing updates to direct line managers on relevant issues or developments.
2. Ensuring consistent communication across different levels of the agency.

6.Support and Mentorship:

1. Offering mentorship and support to staff outside of direct reporting lines.
2. Facilitating knowledge sharing and professional networking.

7.External Liaison:

1. Acting as a point of contact for external stakeholders and partners.
2. Representing the agency in community outreach or collaborative initiatives.

Briefing Sessions March

PPFS Engagement

Forsa

Staff Webinar

March 11th TBC

Purpose Function

Attendees

Content

AOB
Close