



Team Roles and Responsibilities Policy and Procedures

DATE CREATED	January 2023	DATE OF NEXT REVIEW	January 2027
POLICY OWNER(S)	Jenny Green		
DESIGNATION	Leadership		
APPROVED BY	Sarah Read O'Toole		

Purpose of policy	To provide information on the teams within St. Elizabeth's Domiciliary Care Agency
Intended audience	St Elizabeth's Domiciliary Care Agency Staff
Links to other policies	Safeguarding Adults at Risk policy, Reportable Incidents policy

1. Introduction and purpose

- 1.1 This policy applies to St Elizabeth's Domiciliary Care Agency and covers Windhill and Centenary Close only.
- 1.2 Staff will take pride in the high-quality service we provide and promote a positive culture within and between teams. All staff are expected to work in line with the values of St Elizabeth's:



Aspirational • Collaborative • Joyful • Compassionate

- 1.3 Staff at St. Elizabeth's work in different teams, and take on different roles whilst working within St Elizabeth's Domiciliary Care Agency.
- 1.4 This policy clarifies aspects of those roles.
- 1.5 As an evolving organisation, St. Elizabeth Domiciliary Care Agency will make changes if required to support the service, and to meet the needs of individuals.
- 1.6 Staff should always treat their job description as the base from which they work, accepting that changes will be necessary from time to time to meet the needs of the services provided. Job descriptions will be reviewed as part of the appraisal process.
- 1.7 As no job description can be exhaustive, expectations of roles and duties should be clarified and agreed through the line management structure

1.8 Supervision will provide an opportunity to discuss expectations

2. Supporting and complementary teams

2.1 The college team provide further education to learners that live on site. We work collaboratively with them to ensure a holistic approach to supporting individuals' pathway into adulthood after a 3 year placement.

2.2 The Therapy and Positive Behaviour Support teams support individuals at college as part of their EHCP and agreed college placement. They will also train and develop staff within these specialisms.

The Therapy Team comprises physiotherapy, occupational therapy, speech and language therapy and positive behavioural support practitioners. The services can be accessed through making an internal referral. This pathway is only available for people living and learning in Centenary Close.

2.3 The Domiciliary Care Agency Office Manager will support the care team (and academic team as required) with administrative duties including minutes, purchases, filing, archiving, tracking actions to ensure administrative compliance and providing general personal assistance to the team of managers within the service.

2.4 Managers support, supervise and manage designated care teams.

2.5 Further supporting teams are:

- Staff Development
- Education
- Day Opportunities and Social Enterprises
- Catering
- Estates and maintenance
- Fundraising
- Reception
- Finance
- Human Resources

2.6 In addition, the Domiciliary Care Agency work in close collaboration with colleagues in the Children's Home to ensure safety oversight and cross cover when required.

3. Team roles and responsibilities in the Domiciliary Care Agency

- 3.1** Team members in the Domiciliary Care Agency have different functions and roles. They may change in line with service development and requirements.
- 3.2** The following descriptions of different roles do by no means encompass all aspects of responsibilities (see 1.5). The roles can vary with service and/or resource demands:

CEO

The CEO provides line management support to the Director of Business Development (Deputy CEO), Director of Children's Education, Director of Adult Learning, Director of Children's Services, Director of Finance, Director of Estates and Facilities and the Director of People who, as a group, make up the Executive Team (ET).

The CEO has responsibility for the strategic direction of the Charity.

The CEO has overall responsibility for Health and Safety across the site, ensuring that policies and procedures are in place to ensure staff are managed properly to support those who use the service.

The Registered Manager has the delegated task of notifying changes to CQC and the CEO. The CEO would therefore be responsible for notifying CQC of the absence of the Registered Manager, both planned or otherwise, and the reason for the absence together with the interim plan and the date of return of the Manager. Reports are to be made within the given timeframe outlined in the Fundamental Standards for Quality and Safety.

The CEO is responsible for notifying CQC:

- If the person managing the Service changes
- if the registered details change, or if the Service closes
- Where the Registered Manager changes their name
- Where a new Registered Manager starts and the date of commencement
- Where any significant changes occur to the names and addresses of nominated individuals or the business.

The Director of Children's Services

The Director of Children's Services provides direct line management to the Registered Manager in the Domiciliary Care Agency, as well as leading the strategic and operational direction of seven registered Children's Homes at St Elizabeth's.

The Director of Children's Services is a member of the Executive Team (ET).

The Director reports directly to the Chief Executive. Service development on this level is driven by external and internal market forces, ET directives, and inspections from the Care Quality Commission (CQC) and/or Ofsted.

The Director, along with all staff, has a responsibility for Health and Safety issues and, in addition, the overall responsibility of ensuring that all Health and Safety checks are in place.

The Director controls and is responsible for the Care budget.

The Director is responsible for ensuring robust management and oversight of all major incidents reported within the Domiciliary Care service.

Assistant Director

The Assistant Director reports to the Director of Children's Services, and has direct responsibility for the Service. They are responsible for the well-being of those who use the service, staff and managers. The Assistant Director manages the Registered Managers directly, and develops the service through ET directives, internal and external market forces, internal audits and external inspections, trustee visits and similar quality assurance initiatives.

The Assistant Director is responsible for communication with CQC and ultimately responsible for communication with Social Services, providers and other external agencies, and this, along with CQC statutory reporting, is delegated to the Registered Manager in the Domiciliary Care Agency.

The Assistant Director has direct responsibility as a line management post for Registered Manager(s) within the Domiciliary Care Agency.

The Assistant Director has responsibility to ensure compliance with all Safeguarding of Adults at Risk procedures. As with all staff, the Assistant Director has responsibility for reporting any Safeguarding issues and will take the lead in supporting and managing a safeguarding issue.

The Assistant Director is responsible for overseeing all reported incidents through the CPOMS system and taking a lead role in the oversight of investigations and enquiries as necessary, ensuring HR processes are followed.

The Assistant Director has responsibility for communication with external agencies (including CQC and local authorities) together with supporting the Registered Manager with this communication.

The Assistant Director may be required to support other business functions as requested by the Director of Children's Services or CEO.

The Registered Manager

The Registered Manager is directly responsible for an agreed number of bungalows/flats under the Domiciliary Care Agency Services. They are directly responsible for the service location, those who use the service and staff for their areas of responsibility. The Registered Manager reports to the Assistant Director through various systems; they develop the service through their individual action plans agreed after internal audits, feedback for stakeholders and external inspections.

The Registered Manager has responsibility for ensuring safe staffing rotas.

Along with all other staff, the Registered Manager has a responsibility to report all Health and Safety issues and, in addition, to complete regular Health and Safety checks for allocated areas in addition to ensuring the completion of all similar checks by those in their line management.

The Registered Manager has direct responsibility for the management of the budget within their area.

In Centenary Close, reviews are organised and led by the academic team in line with college timelines. For Windhill, the Registered Manager is responsible for ensuring each person receives an annual review; organisation of which may be delegated to the Office Manager. Regardless of location, the Registered Manager is required to ensure relevant reports are written and accurate ahead of the review meeting.

The Registered Manager forms part of an on-call rota along with the Deputy Managers in the Domiciliary Care Agency.

The Registered Manager has financial and day to day operational responsibilities for their defined area which focusses on robust and detailed rota management.

The Registered Manager is responsible for the Deputy Manager in their area.

The Registered Manager has direct line management responsibility for the staff within their allocated location.

The Registered Manager is responsible for the overall security of individuals' finances and belongings.

The Registered Manager is responsible for the correct and timely reporting of incidents within their area and will comply by completing CQC statutory reports and safeguarding notifications.

The Registered Manager will notify the CQC and the funding authority of the death of an individual in the service and this will not be delegated below this tier of staff.

The Registered Manager is responsible for the oversight and management of time and attendance of staff working in their location. This task may be delegated to the Deputy Manager at times.

The Deputy Manager

The Deputy Manager works to ensure direct staff supervision through hands-on support of staff on shift, as well as through formal and informal supervision of staff. They have a mentoring role, and will ensure that the staff follow care plans, risk assessments, policies and procedures as relevant for the area they work. The Deputy Manager reports directly to the Registered Manager.

The Deputy Manager will ensure all records are updated by staff, so information can be collected for reporting or reviews. The Deputy Manager may at times be required to provide care and support to people as required.

The Deputy Manager is responsible for high quality care management within their bungalow.

The Deputy Manager forms part of an on-call rota along with the Registered Managers in the Domiciliary Care Agency.

Along with the Registered Managers, the Deputy Manager may need to contact Senior Leadership on-call for authorisation of agency staff usage.

The Deputy Manager is responsible for reporting and documenting any incident occurring.

The Deputy Manager is responsible for reporting and acting on any Health and Safety issues.

The Deputy Manager is responsible for the direct management of individuals' finances.

The Deputy Manager has responsibility for line management of those staff allocated to them.

Along with all staff, Deputy Managers are responsible for reporting and escalating any safeguarding issue that comes to their attention.

The Shift Leader

The Shift Leader (SL) is responsible for managing the shift, including:

- Leading by example, setting high standards, supporting and mentoring others to work to the same standards
- Ensuring all staff have arrived promptly to their allocated shift/location
- Promoting positive cultures, addressing poor culture immediately and informing the deputy or manager of concerns
- Fairly allocating staff to tasks
- Ensuring fair distribution of skill mix and staffing numbers to ensure the service is adequately covered. The Deputy/Reg Manager may need to be contacted if insufficient staff are on shift.
- Ensuring learners/residents attend college, activities and appointments
- Ensure smooth running and consistency of high quality care by following care plans policies and procedures
- Ensure timely recording and reporting of care delivery and incidents
- Reporting all Health and Safety issues promptly
- Liaising with the academic team and other professionals as required
- Arranging breaks for staff at times that are mutually agreeable with staff and that meets service needs
- Acting as a Fire Marshall and taking the lead in the event of an emergency
- Shift leaders report to their Deputy Manager or on-call manager if out of hours.

The Care and Support Worker (permanent, bank or agency)

The Care and Support Worker supports individuals directly, and provides hands-on support and care in line with individual's care plans and risk assessments.

In Centenary Close, Care and Support Workers are expected to support in the classroom and actively support learners to participate and meet their targets and goals. They will also support learners to meet targets at home as part of the 24-hour curriculum. Staff must ensure college attendance is a priority and attend on time. College is a fundamental part of the agreed placement and attendance is monitored.

At Windhill, the Care and Support Workers are expected to support people to plan their weekly timetables of activities and encourage people to work towards personal goals and independence. This may include supporting people into employment.

The Care and Support Worker will read, understand and work to the policies and procedures appropriate for their area of work, and will report to the Registered Manager and Deputy Manager. Policies must be read within the probation period as they provide a framework for good practice and high standards.

The Care and Support Worker ensures that at the end of each shift all relevant information about individuals is recorded in line with organisational and individual requirements.

Experienced staff may be asked to lead shifts whilst on duty, in the absence of a Deputy Manager or Shift Leader.

The Care and Support Worker is responsible for the immediate reporting of any Safeguarding issues which come to their attention, and as this staff group spend most time with those who use the service, they should actively monitor individuals well-being.

The Care and Support Worker has responsibility to report any Health and Safety issues which come to their attention.

Care and Support Workers have responsibility for reporting and documenting any incident occurring. This must be recorded on CPOMS incident reporting system, which is checked daily.

The Care and Support Worker will work with a positive mind-set, support colleagues and refrain from behaviours that may create a poor culture and undermine the values expected by all staff.

The Key Worker

A Key Worker has been identified to support individuals. They ensure that the individual has everything that is needed for their physical, emotional and spiritual well-being.

The Key Worker, supported by the Deputy Manager and the Registered Manager, will make sure all staff have read and understood the care plan and risk assessment for those they are supporting. Most key workers take on the responsibility to form and maintain a communication link with the persons' friends and/or family members, social worker and advocate.

Key workers ensure that the culture and special events in the person's life are known, acknowledged, respected and, where appropriate, celebrated.

On-Call Manager

The on-call manager is available to be contacted by staff within the service to notify them of any issues, incidents or safeguarding concerns.

The on-call manager can provide support and oversight remotely and has access to the relevant systems to provide robust oversight of service delivery, including CPOMS, Rotageek, Person Centred Software and eMAR. The on-call manager must always check EMAR at the end of the late shift to ensure all medication has been given, and log this on the On-Call Manager Checklist for accountability.

The on-call manager commences duty from 5pm–9am on weekdays and covers the on-call rota at weekends. This responsibility is paid at a set rate.

The on call manager should attend the site in the event of a safeguarding concern to carry out preliminary investigations and work in line with the Reportable Incidents Policy, SUI policy and Safeguarding Adults policy.

The on call manager may also carry out unannounced visits and spot checks to locations to check on practice and service delivery.

The Medication Champion

The Medication Champion must be trained to the required standard to carry out the following responsibilities:

- Share knowledge to staff through team meetings, mentoring and coaching
- Gain medication specific knowledge
- Take responsibility to champion the topic area to ensure the service meets best practice standards

- Build strong relationships with professionals internally and externally through partnership working and sharing knowledge.
- Support “Better outcomes for the individuals you support” for medication topic area
- Review Governance of medicines management including reviewing and updating policies and procedures to meet standards.

The Medication Champion also plays a vital role in the assessment of competency for all staff within the service and role modeling best practice at all times.

Staff Forum

St Elizabeth's promotes collaborative, efficient and effective communications at all levels.

Staff representatives from all service areas meet as part of a staff forum. This forum provides the opportunity for an exchange of information, making suggestions as well as raising general concerns not resolved via the line management arrangement.

The forum does not deal with individual issues these should be resolved via the line management structure.

Objective –

The primary objective of the Staff Forum is to contribute to the efficiency of the Centre through:-

- a. Improving communication between managers and employees by providing for the views of employees to be fully and genuinely taken into account.
- b. Providing a forum in which employees, representatives and management can express the view and opinions on behalf of employees on general employment matters.

Staff wishing to know more about this forum or have an item for discussion may contact their named representation. The HR Department keep an up to date list of the Staff Forum representatives and their contact details.

Working together

The purpose of each job and function is to ensure a well-led, safe, responsive, caring and effective service. Every individual has a responsibility to work efficiently, effectively and in a manner that promotes the values and ethos of the

organisation. Working together is expected and essential, to ensure those cared for receive a service delivered in a person centred manner.

In the absence of a manager who is outlined to deal with a particular concern, please contact an ET member who will advise you appropriately.

Executive Team Members:

Jill Rankin – CEO

Cheryl Allum-Clarke – Director of Business Development

Teresa Glynn – Director of Adult Learning

Lisa Tooley – Director of Children’s Education

Mike Bibby - Director of Finance

Rachel Gale – Director of People

Sarah Read O’Toole – Director of Children’s Services

Mark Mabbot – Director of Estates and Facilities

Review: This policy will be reviewed on a yearly basis.

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ORGANISATION MANAGEMENT STRUCTURE – DOMICILIARY CARE

