

The logo for Túsla, featuring the word 'Túsla' in a bold, white, sans-serif font inside a blue circle. Below the name, the agency's name is written in both Irish and English.

Túsla

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

A large circular graphic with a green-to-blue gradient background, containing the title text in white.

ALTERNATIVE CARE

**INSPECTION &
MONITORING**

INSPECTION GUIDANCE SUPPORT FRAMEWORK

Theme 5: Governance, Leadership and Management

Children's Residential Centres

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1.0 Introduction

The Alternative Care Inspection and Monitoring Service is part of Children's Service Regulation and is a component of the Quality Assurance Directorate of the Child and Family Agency. The inspectorate which was originally established in 1998 under the former Health Boards was created under legislation purveyed by the 1991 Child Care Act, to fulfil two statutory regulatory functions:

1. To establish and maintain a register of children's residential centres in its functional area (see Part VIII, Article 61 (1)). A children's centre being defined by Part VIII, Article 59.
2. To inspect premises in which centres are being carried on or are proposed to be carried on and otherwise for the enforcement and execution of the regulations by the appropriate officers as per the relevant framework formulated by the minister for Health and Children to ensure proper standards and conduct of centres (see part VIII, Article 63, (1)-(3)); the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the Health Information and Quality Authority (HIQA) National Standards for Children's Residential Centres, 2018, which replace the 2001, Department of Health and Children, National Standards for Children's Residential Services.

The Child Care (Standards in Children's in Residential Centres) Regulations, 1996 provide the framework against which registration decisions of children's residential centres are primarily made. The HIQA, National Standards for Children's Residential Centres, 2018 provide the framework against which inspections are carried out and provide the criteria against which centres structures and care practices are examined.

The Alternative Care Inspection and Monitoring Service is committed to carry out its duties in an even handed, fair and rigorous manner. The inspection of centres is carried out to safeguard the wellbeing and interests of children and young people living in them.

2.0 Purpose

The Alternative Care and Monitoring Service, Inspection Guidance Support Framework has been developed as a guidance document to assist inspectors in understanding the process of inspection, complying with the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA).

Whilst the importance of professional judgment remains paramount during the inspection process it is the purpose of this Inspection Guidance Support Framework to promote:

- A standardised approach amongst inspectors in relation to the process of inspection, complying with regulations and standards.
- A structured framework to identify to registered providers and persons who participate in the management of designated centres what is required in ensuring they are delivering a safe and effective service that complies with the regulations and standards and any other legislation.

3.0 Structure of the Inspection Guidance Support Framework

The Inspection Guidance Support Framework provides detailed guidance to assist TUSLA inspectors and approved centres to improve the quality of services provided to each child/young person.

For each Theme of the National Standards for Children's Residential Centres, 2018 (HIQA), the Inspection Guidance Support Framework shall outline the specific standard and examples of information/evidence in relation to observation and documentation reviewed as part of the inspection. Interviews with senior management, centre management, staff, child/young person and observations are also used as part of the process.

The Inspection Guidance Support Framework aims to promote the continuous improvement of the quality of services provided to children/young people residing in non-statutory children residential centres.

4.0 Glossary of Terms

Care plan – A document generated from an assessment of the child, setting out their goals, needs, aims and objectives of the placement and how the centre proposes to address them. (The child's care plan, supervision and child in care reviews are requirements for the social work department under the Child Care (Placement of Children in Residential Care) Regulations 1995.

Child – a person under the age of 18 years. (Child Care Act, 2001)

Child safeguarding – ensuring safe practice and appropriate responses by staff and to concerns about the safety or welfare of children/young people, should these arise. Child safeguarding is about protecting the child/young person from harm, promoting their welfare and in doing so creating an environment which enables children and young people to grow, develop and achieve their full potential. (TUSLA, 2019)

Child Safeguarding Statement – a written statement that specifies the service being provided and the principles and procedures to be observed in order to ensure, as far as practicable, that a child/young person availing of the service is safe from harm. (TUSLA, 2019)

Incident – an event or circumstance which could have (near miss) or did lead to harm. Incidents can be practice related or non-practice related and includes incidents associated with harm to or impact on:

- Children/young people.
- Staff or visitors.
- Non-compliance with standards or regulations. (TUSLA, 2017)

Leadership, governance and management – the arrangements put in place by a children's residential centre for accountability, decision-making and risk management as well meeting their strategic, statutory and financial obligations. (HIQA, 2018)

Mandated person – as defined in the Children First Act 2015, mandated persons have a statutory obligation to report concerns which meet or exceed a particular threshold to TUSLA and to cooperate with TUSLA in the assessment of mandated reports, where requested to do so. (TUSLA, 2019)

Person in charge – in relation to a registered children's residential centre, means the person whose name is entered in the register as the person in charge of the centre - Child Care (Placement of Children in Residential Care) Regulations 1995. The person in charge's duties include overseeing the day-to-day running of the centre, managing the training and development of staff and ensuring the management of records, incidents and investigations in the centre. From time to time, some or all of these duties may be delegated to one or more suitably qualified staff members in the centre as appropriate. (HIQA, 2018)

Placement plan – outlines the needs and goals of the placement for the child for the duration of their placement. In the context of children's residential centres, the placement plan is informed by the care plan. (HIQA, 2018)

Registered provider – means the person whose name is entered in the register as the person carrying on the centre - Child Care (Placement of Children in Residential Care) Regulations 1995. The registered provider's responsibilities includes overseeing the management of the centre's care practices, operational policies and procedures; ensuring the centre has sufficient resources, facilities and access to services in line with the centre's statement of purpose and ensuring each child/young person in the centre is suitably placed, receives effective care and support and is assisted in preparations for leaving care, in line with their individual needs. (HIQA, 2018)

Risk – The probability/likelihood of an adverse event, outcome, danger, loss or injury within the healthcare system. (HIQA, 2014)

Risk register – a tool commonly used to manage the risks identified throughout a service. It is a means of identifying, assessing, managing and monitoring all significant risks coherently. For each risk, it includes:

- a description of the risk.
- the person responsible for the risk.
- the likelihood, impact and rating for the risk.
- a summary of the controls (the arrangements in place to reduce the likelihood and/or impact of the event)
- a summary of the planned actions to further reduce the risk. (HIQA, 2014)

Safe care and support – how children's residential centres protect children and promote their welfare. Safe services also avoid, prevent and minimise harm, and learn when things go wrong. (HIQA, 2018).

Serious Event Review Group – multidisciplinary fora concerned with serious incidents involving children/young people placed in Children's Residential Services. The aims of the SERG is to:

- review a serious incident/a number of interrelated serious incidents.
- identify opportunities for learning about the causes of that incident/those incidents and about care practice at centre level.
- to ensure that learning is operationalised in respect of that incident/those incidents i.e. that risk is managed, underlying issues are addressed and future occurrences of same are prevented wherever possible. (TUSLA, 2017)

5.0 THEME 5: GOVERNANCE, LEADERSHIP AND MANAGEMENT

Standards 5.1 – The registered provider ensures that the residential centre performs its functions as outlined in relevant legislation, regulations, national policies and standards to protect and promote the care and welfare of each child

Strong and effective leadership, governance and management arrangements are essential to create and sustain a child-centred, safe and effective service. These arrangements underpin a commitment to continuous improvements in the residential centre (HIQA, 2018).

The centre evaluates its compliance against the requirements outlined in the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and implements a structured quality improvement/action plans and learning outcomes to address any deficiencies identified.

The centre undertakes audits in a standardised manner and all quality improvement/action plans arising from audits are recorded and implemented in a standardised manner.

Regular audits shall be undertaken to determine compliance with Standard 5.1. These shall be completed via a review of relevant records, including incident reports, through observation and by utilising the appropriate audit tools developed and approved.

Examples of information/evidence that will be reviewed and how this will be done

Standard 5.1: *The registered provider ensures that the residential centre performs its functions as outlined in the relevant legislation, regulations, national policies and standards to protect and promote the care and welfare of each child*

Documentation Review

Inspectors will review documents including (but not limited to):

- Children/young person questionnaires received prior to and during the inspection.
- Written suite of policies and procedures that protect and promote the care and welfare of each child/young person, developed and implemented in line with legislation, regulation, standards and best practice. Policies and procedures include:
 - Admission to the centre.
 - Safeguarding a child/young person from abuse.
 - Protected disclosure.
 - Promoting positive behaviour.
 - Managing challenging behaviour.
 - Incident reporting and management.
 - Medicines management.
 - Staff induction, orientation and supervision.
 - Supervision of trainees and students.

- Staff safety and support.
- Retention and destruction of records.
- Access to information.
- Quality improvement and action plans.
- Minutes of relevant team meeting minutes.
- Staff questionnaires.
- Childcare records including evidence of child/young person, parents and/or significant other input.
- Childcare records reviewed in line with Child Care (Placement of Children in Residential Care) Regulations 1995.
- Audit reports, action plans and learning outcomes.
- Serious incidents, incidents and/or complaint reports.

Observation

Inspectors will observe:

- If the quality and safety of care provided to the children/young people is in line with the centres, mission, vision, policies and procedures, legislation, regulation, standards and evidenced based best practice.
- If the quality and safety of care provided to the children/young people is in line with the individual identified need of child/young person as documented in specific, individualised plans, including but not limited to,
 - Placement plans.
 - Care plans.
 - Positive behavioural support plans.
 - Individual crisis management plans.
 - Risk management plans.
 - Absence management plans.
 - Safety plans
- If quality improvement plans and actions identified following review of compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) are evident in current practice.
- Accessible version of the National Standards for Children's Residential Centres, 2018 (HIQA) available to children/young people in the centre.

Interview

Inspectors will communicate with children/young people:

- To explore their awareness of the National Standards for Children's Residential Centres, 2018 (HIQA).
- To determine if they are consulted with as part of the day-to-day operations of the centre and on-going continuous improvements.

- To determine if they feel their parents and/or significant others are encouraged to be involved in their care.
- If they are happy in the centre.
- If there is anything, they would like to see change.

Inspectors will communicate with staff:

- To determine their knowledge and understanding of the centres policy and procedures developed and implemented in line with, relevant legislation, regulation, standards and evidenced based best practice.
- To explore their knowledge and understanding of the requirements identified in the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and how these are put into practice.
- To determine their involvement in the day-to-day operations of the centre and on-going continuous improvements.
- To explore how shared learning outcomes are communicated with the team.

Inspectors will communicate with the registered provider and person in charge or designated person:

- To determine their knowledge and understanding of the centres policy and procedures developed and implemented in line with, relevant legislation, regulation, standards and evidenced based best practice.
- To explore their knowledge and understanding of the requirements identified in the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and how these are put into practice.
- To determine their involvement in the day-to-day operations of the centre and ongoing continuous improvements.
- To explore and determine if there are adequate resources within the centre in order to implement and enforce quality improvements.
- To determine their oversight of the learning and outcome processes within the centre.
- To explore their oversight in relation to evaluation and adherence to effective governance, leadership and management.

Standards 5.2 – The registered provider ensures that the residential centre has effective leadership, governance and management arrangements in place with clear lines of accountability to deliver child-centred, safe and effective care and support

There are clearly defined governance arrangements and structures within the centre that set out lines of authority and accountability of management and staff. The internal management structure is appropriate to the size, purpose and function of the centre (HIQA 2018).

The registered provider or designated other shall be responsible for the implementation of the organisational structure ensuring it appropriately reflect the needs of the children/young people.

The centre shall have competent managers with appropriate qualifications and sufficient management experience to manage the centre and meet its statement of purposes, and objectives.

The centre's policies and procedures are developed, approved, disseminated and reviewed in a standardised and effective manner. Policies and procedures within the centre standardise the care and support provided to children and young people incorporating the relevant legislation, regulatory requirements and evidenced based best practice.

The centre undertakes the development, implementation and continuous improvement of an effective proactive and reactive risk management framework that is integrated throughout the organisation/centre to provide safe, effective, high quality care services (HIQA, 2018).

The risk management framework is both proactive and responsive in its applications and incorporates the identification, assessment, management and on-going review of risks on an organisational/centre and individual level. The risk management framework respects the rights of the children/young people throughout its application.

Regular audits shall be undertaken to determine compliance with Standard 5.2. These shall be completed via interviews, a review of relevant records, including incident reports, through observation and by utilising the appropriate audit tools.

Examples of information/evidence that will be reviewed and how this will be done

Standard 5.2: The registered provider or designated other ensures that the residential centre has effective leadership, governance and management arrangements in place with clear lines of accountability to deliver child-centred, safe and effective care and support.

Documentation review

Inspectors will review documents including (but not limited to):

- Children/young person questionnaires received prior to and during the inspection.
- Centre's organisational chart which displays and illustrates the internal reporting structure.
- Job descriptions which clearly identify management and staff members specific roles and responsibilities.
- Team meeting agendas.
- Team meeting minutes, including manager's comments and sign off.
- Written suite of policies and procedures that protect and promote the care and welfare of each child/young person, developed and implemented in line with legislation, regulation, standards and best practice.
- Policies and procedures reviewed.
 - Have been reviewed in the previous 24 months.
 - Outline review date.
 - Outline next review date
 - Outline document approvers.
- Risk management policy and procedure.

- Risk register, including:
 - Corporate risk register.
 - Service and care risk register.
 - Centre specific risk register.
- Evidence of risk register review in the last 6 months and at regular intervals.
- Risk assessments and individual risk management plans.
- Child Safeguarding Statement incorporating identified risks.
- Daily log.
- Handover report.
- Incident reports including significant incidents.
- Serious event review group meeting minutes.
- Staff roster (including specifics in relation to on-call).
- On-call policy and procedure.
- Guidelines for the roles and responsibilities of staff members on-call.
- Specific delegation of duties as required by the person in charge.
- Audit reports by external line managers for the centre, action plans and learning outcomes.
- Serious incidents, incidents and/or complaint reports.

Observation

Inspectors will observe:

- If there are sufficient staff on duty in line with the statement of purpose and the identified needs of the children/young people in the centre.
- If staff are fulfilling their duties in line with their identified job description specific to their role in the centre.
- If there is a manager present.
- If children/young people and staff are familiar with management in the centre.
- Appropriateness of management interaction and communication with staff.
- Appropriateness of staff interaction and communication with colleagues.
- Staff interaction with the children/young people to determine if they are supported and encouraged in their daily lives.
- Identification, assessment and management of both environmental and individual child/young person risks.
- If the physical environment is warm, welcoming and home-like in style.
- Appropriate maintenance of the physical environment.

Interview

Inspectors will communicate with children/young people:

- To determine if they are aware and familiar with management in the centre.
- To determine if they are aware and familiar with staff in the centre and on duty.
- To determine if there is adequate staff throughout the day and night to meet their needs.
- To explore if they feel safe in the centre.

- To determine if they feel they are informed of staff and process changes which occur in the centre.
- To explore their views on the physical environment and if they feel it is welcoming and home-like in style.

Inspectors will communicate the person in charge or designated other and staff:

- To determine their knowledge of the centre's reporting structure.
- To determine if they feel there is adequate staff throughout the day and night to meet the needs of the children/young people.
- To determine their understanding of their specific roles and responsibilities.
- To determine their knowledge and understanding of the centre's policy and procedures.
- To determine how any change to an existing policy and procedure is communicated to staff members, children/young people where appropriate.
- To determine their knowledge of mechanisms in place to ensure safe and secure operations of the centre.
- To explore their understanding of risk management, their individual roles and responsibilities in relation to risk management and the identification of hazards and/or areas of concern.
- To explore how learning outcomes from accidents and incidents are communicated to staff and children/young people where appropriate.
- To explore their implementation of effective governance, leadership and management structures in the centre.
- To explore their understanding of the internal and external governance, leadership and management structures in the centre.
- To explore how these learning outcomes, improve the quality and safety of care provided.
- To explore their understanding of the on-call process.

Inspectors will communicate with the registered provider or designated other:

- To determine their satisfaction with leadership in the centre.
- To explore their understanding of risk management and their individual roles and responsibilities in relation to risk management.
- To explore the allocation of sufficient resources that support risk management process.
- To explore if risk management process implemented by the centre systematically identifies aspects of the service delivery that may be associated with a risk of harm to children/young people and if structured arrangements are put in place to minimise these risks.
- To determine their knowledge and understanding in the development and implementation of the centre's policy and procedures in line with, relevant legislation, regulation, standards and evidenced based best practice.
- To explore their oversight in relation to evaluation and adherence to effective governance, leadership and management.
- To explore their knowledge in relation to contracts in place for the provision of care.

Standards 5.3 – The residential centre has a publicly available statement of purpose that accurately and clearly describes the services provided

The centre has sufficient resources to ensure effective delivery of care in accordance with the statement of purpose. The statement of purpose is available publicly and is communicated to all children/young people in an accessible format.

The statement of purpose clearly outlines the model of service provision delivery by the centre, including specifically:

- the aims, objectives and ethos of the service.
- the range of services and any specialised facilities provided to meet the needs of children placed at the residential centre.
- the specific number of children/young people which the centre can accommodate and their age range.
- the management and staff employed in the residential centre.
- the care and support needs of children that the centre intends to meet.
- arrangements for the wellbeing and safety of children placed in the centre.

The review and evaluation of the statement of purpose shall be incorporated in the centre's governance arrangements which should also determine if services are being delivered within the scope of the statement of purpose.

Regular audits shall be undertaken to determine compliance with Standard 5.3. These shall be completed via interviews, a review of relevant records, including incident reports, through observation and by utilising the appropriate audit tool developed.

Examples of information/evidence that will be reviewed and how this will be done

Standard 5.3: *The residential centre has a publicly available statement of purpose that accurately and clearly describes the services provided.*

Documentation Review

Inspectors will review documents including (but not limited to):

- Children/young person questionnaires received prior to and during the inspection.
- The written statement of purpose to ensure that it contains all the required information, is up to date and reviewed appropriately.
- Details must include:
 - the aims, objectives and ethos of the service.
 - the range of services and any specialised facilities provided to meet the needs of children placed at the residential centre.
 - the specific number of children/young people in which the centre will facilitate and their age range.
 - the management and staff employed in the residential centre.
 - the care and support needs of children that the centre intends to meet.
 - the arrangements for the wellbeing and safety of children placed in the centre.

- Written suite of policies and procedures that protect and promote the care and welfare of each child/young person, developed and implemented in line with legislation, regulation, standards and best practice.
- Review of supporting health and safety documentation submitted on application for registration e.g.: fire safety certificate, emergency lighting certificate.
- Where applicable, documented evidence of approval of derogation.
- Risk assessments based on the individual identified needs and age range of the children/young people.
- Child/young person plans reflective of the identified needs of each individual young person.
- Child/young person, social worker and parent booklet.
- Audit reports, action plans and learning outcomes.
- Serious incidents, incidents and/or complaint reports.

Through observation

Inspectors will observe:

- To determine if the statement of purpose accurately reflects
 - the aims, objectives and ethos of the service.
 - the range of services and any specialised facilities provided to meet the needs of children placed at the residential centre.
 - the specific number of children/young people in which the centre will facilitate and their age range.
 - the management and staff employed in the centre.
 - the care and support needs of children that the centre intends to meet.
 - arrangements for the wellbeing and safety of children placed in the centre.
 - If the Statement of Purpose is made publicly available.
 - Where derogation has been approved, are all risk identified managed appropriately and in line with individual children/young people's plans.

Through communication (interview)

Inspectors will communicate with children/young people:

- To determine if they have received information on the statement of purpose in an accessible format appropriate to their needs, age and stage of development.
- To determine they understand the information received in relation to the centres statement of purpose.

Inspectors will communicate with staff:

- To determine if they are familiar with the specifics of the statement of purpose.
- To determine if they are satisfied that the objectives outlined in the statement of purpose reflects practices in the centre.
- To explore their knowledge in relation to the centres specific model of care where appropriate.

Inspectors will communicate with the registered provider and person in charge or designated other:

- To determine if they are familiar with the specifics of the statement of purpose.
- To determine if they are satisfied that the objectives outlined in the statement of purpose is reflect practices in the centre.
- To explore their knowledge in relation to the centres specific model of care where appropriate.
- To explore their understanding in the statement of purpose review process.
- To explore their oversight in relation to evaluation and adherence to effective governance, leadership and management.

Standards 5.4 – The Registered Provider ensures that the residential centre strives to continually improve the safety and quality of the care and support provided to achieve better outcomes for children

The centre evaluates its compliance against the requirements of the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and implements structured quality improvement/action plans and learning outcomes to address any deficiencies identified.

The centre monitors, develops and strives to continually improve the quality and safety of care provided to children/young people on an on-going basis to assure that the service is safe, appropriate and consistent. An annual review of the centre's performance in line with the standards shall also be completed in order to determine its compliance.

The centre has a culture of openness and transparency that welcomes the children/young people, their parents/significant others in voicing complaints and/or differences of opinion in relation to the care and service provided. Children/young people shall be made to feel confident that making a complaint will not jeopardise the quality of care provided to them in any way.

Regular audits shall be undertaken to determine compliance with Standard 5.4. These shall be completed via a review of relevant records, including incident reports, through observation and by utilising the appropriate audit tools developed and approved.

Examples of information/evidence that will be reviewed and how this will be done

Standard 5.4: *The Registered provider ensures that the residential centre strives to continually improve the safety and quality of care and support provided to achieve better outcomes for children.*

Through review of documentation

Inspectors will review documents including (but not limited to):

- Children/young person questionnaires received prior to and during the inspection.
- Written suite of policies and procedures that protect and promote the care and welfare of each child/young person, developed and implemented in line with legislation, regulation, standards and best practice.
- Annual audit that determines compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA).
- Annual report of compliance.
- Audit tools.
- Audit reports.
- Quality improvement/action plans.
- Learning outcomes.
- Relevant team meeting minutes.
- Training files.
- Management of complaints policy and procedure.
- Complaints log and complaints management records.
- Records of investigations /staff disciplinary procedures where appropriate.
- Complaint analysis and trending.
- Advocacy service information.

Observation

Inspectors will observe:

- If the quality and safety of care provided to the children/young people is in line with the centre's, mission, vision, policies and procedures, legislation, regulation, standards and evidenced based best practice.
- If the quality and safety of care provided to the children/young people is in line with their individual identified need as documented in relevant plans.
- How staff interact with the children/young people and if children/young people are supported and encouraged to communicate freely.
- Displayed advocacy information.

Interview

Inspectors will communicate with children/young people:

- To determine if they are consulted with as part of the day-to-day operations of the centre and on-going continuous improvements.
- To explore their satisfaction with the quality of care provided.
- To explore their experience of raising complaints or concerns.
- To explore if they feel they can raise a complaint or concern without it resulting in negative consequences.
- To explore if they feel improvements were made where they voiced any issue of concern.
- To determine their awareness of access to advocacy services.

Inspectors will communicate with staff:

- To determine their knowledge and understanding of the centres policy and procedures developed and implemented in line with, relevant legislation, regulation, standards and evidenced based best practice.
- To explore their knowledge and understanding of the requirements identified in the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and how these are put into practice.
- To determine their knowledge and understanding of the mechanisms in place to ensure that complaints are reported and recorded in a timely manner.
- To determine their responsibility in reporting complaints.
- To explore their role in the review and learning outcomes of complaints.
- To determine their knowledge in relation to the escalation of complaints to the person in charge.
- To explore if learning outcomes are discussed and addressed at supervision.

Inspectors will communicate with the registered provider and person in charge or designated other:

- To determine their knowledge and understanding of the centre's policy and procedures developed and implemented in line with, relevant legislation, regulation, standards and evidenced based best practice.
- To explore their knowledge and understanding of the requirements identified in the Child Care (Placement of Children in Residential Care) Regulations 1995, the Child Care (Standards in Children's Residential Centres) Regulations, 1996 and the National Standards for Children's Residential Centres, 2018 (HIQA) and how these are put into practice.
- To explore their role in the review and learning outcomes of complaints.
- To explore how complaints data is monitored, trended and analysed.
- To explore their oversight in relation to evaluation and adherence to complaints reporting and management.
- To discuss the centre's internal auditing processes and completion of annual reviews.
- To determine their involvement in the day-to-day operations of the centre and on-going continuous improvements.
- To explore and determine if there are adequate resources within the centre in order to implement and enforce quality improvements.
- To determine their oversight of the learning and outcome processes within the centre.
- To explore their oversight in relation to evaluation and adherence to effective governance, leadership and management.

6.0 References

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