

# Policy on peripatetic management arrangements

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## Content and purpose

This policy sets out the parameters of peripatetic management arrangements

The Public Services Reform (Scotland) Act 2010 (The Act) and associated regulations inform the context and purpose of this guidance.

The Scottish Regulators' Strategic Code of Practice and the duty of promoting sustainable economic growth has been taken into account in developing this guidance

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) (regulation 17(1)(c)) requires the provider of a care service to appoint an individual to be the manager of the service where the provider "is not or does not intend to be in full-time day-to-day charge of the care service".

We recognise the context in which care services are increasingly being delivered, and want to balance the need for efficiency and innovation with the positive impact that high quality management and leadership can have on outcomes for people using care services. We acknowledge that not all care services have one full-time manager for each site. For example, there may be instances where some care services operate from more than one site and some care providers employ an individual manager for more than one service. We may allow these types of arrangements by registering a dispersed service, or having peripatetic (shared) management situations. We will only approve such arrangements where certain criteria are met and which are likely to give rise to positive outcomes for people using the service. We will take into account any other factors which appear relevant to us.

Applicants must be able to evidence how:

- they will meet the criteria set out in this policy
- they will ensure compliance with regulations and the National Care Standards
- the management arrangements will support positive outcomes for service users.

Where care service providers seek to alter their management arrangements they must do so in line with this policy. The provider is required to notify us through the eForms notification system and complete the change of manager form(s), indicating which services the arrangements will apply to. The provider must provide supporting information to evidence how their approach will be consistent with this policy and support positive outcomes for people using the service. We will take into account the relevant care service's regulatory and grading history and will expect the service to have achieved and maintain grades of good for all quality themes in all services to which the peripatetic management arrangements apply.

## Peripatetic management

**Peripatetic management** describes the situation where an individual is the named manager of more than one registered care service, either employed by the same or different providers. In this arrangement, each service is separately registered. Each service is distinct and we will inspect and produce a report separately for each service.

It may be acceptable for an individual to be the manager of more than one registered care service, where we are satisfied that the arrangements are suitable and they can maintain the quality of the service in all services managed by them. A peripatetic manager will move between services and we will not be prescriptive in how this operates, providing each service has regular and sufficient support from the manager.

Examples of this type of arrangement include:

- a manager of an adult day care service which is provided within a care home, where that individual is also named as manager of the care home service
- a manager of more than one day care service for adults or children, which may or may not operate at different times

## Criteria

We expect all services to meet the indicators below at a minimum before we can consider agreeing to a peripatetic management arrangement.

- The providers must satisfy us that the manager will have sufficient time allocated to each service and sufficient support from other staff members (for example a depute/senior) to ensure effective management and leadership in all services.
- The manager must be supernumerary at all times and not included as part of any staff: people ratio.
- The manager must have sufficient skills, experience and qualifications to carry out the management role in more than one service.
- The manager must remain responsible for the day-to-day operation of the service and is accountable for all aspects of the service.
- Staff who regularly deputise for the manager must be appropriately registered with the SSSC. This may require staff to be registered as both a supervisor and practitioner if regularly acting in these roles.
- The sizes of the different services and their geographical spread must be such that one individual can reasonably manage each service.
- Suitable support arrangements must be in place at an appropriate senior level to ensure quality of management and leadership when the manager is not in the service.

- Suitable contingency arrangements for dealing with emergencies must be in place when the manager is not present in the service.
- The provider must ensure people using the service and relatives are aware of the peripatetic arrangements and who to contact when the manager is not present in the service.

The Care Inspectorate may take other relevant factors into account in assessing any request for a peripatetic management arrangement, where it appears to us reasonable in the circumstances to do so.

### **Implications of having a peripatetic management arrangement**

Where a group of providers employ a peripatetic manager (shared between services), we will register and inspect each service separately and the manager's name will be noted on each certificate of registration. We will also note on each certificate that the manager is the manager of more than one service.

It is also important to ensure that this policy is read in conjunction with the Care Inspectorate's policy on assessing the ability of a manager in terms of their skills, knowledge and experience to manage a care service.

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