



Making Social Care
Better for People

inspection report

RESIDENTIAL FAMILY CENTRE

Dudley Lodge

**143 Warwick Road
Coventry
West Midlands
CV3 6AT**

Lead Inspector
Christy Wannop

Key Unannounced Inspection
21st & 22nd November 2006 09:40

The Commission for Social Care Inspection aims to:

- Put the people who use social care first
- Improve services and stamp out bad practice
- Be an expert voice on social care
- Practise what we preach in our own organisation

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This is a report of an inspection to assess whether services are meeting the needs of people who use them. The legal basis for conducting inspections is the Care Standards Act 2000 and the relevant National Minimum Standards for this establishment are those for *Residential Family Centres*. They can be found at www.dh.gov.uk or obtained from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering: www.tso.co.uk/bookshop

Every Child Matters, outlined the government's vision for children's services and formed the basis of the Children Act 2004. It provides a framework for inspection so that children's services should be judged on their contribution to the outcomes considered essential to wellbeing in childhood and later life. Those outcomes are:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a contribution; and
- Achieving economic wellbeing.

In response, the Commission for Social Care Inspection has re-ordered the national minimum standards for children's services under the five outcomes, for reporting purposes. A further section has been created under 'Management' to cover those issues that will potentially impact on all the outcomes above.

Copies of *Every Child Matters* and *The Children Act 2004* are available from The Stationery Office as above.

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SERVICE INFORMATION

Name of service	Dudley Lodge
Address	143 Warwick Road Coventry West Midlands CV3 6AT
Telephone number	02476 502800
Fax number	02476 505085
Email address	familyassessments@dudleylodge.co.uk
Provider Web address	www.dudleylodge.co.uk
Name of registered provider(s)/company (if applicable)	Dudley Lodge
Name of registered manager (if applicable)	Mr James Alan Evans
Type of registration	Residential Family Centre
No. of places registered (if applicable)	12
Category(ies) of registration, with number of places	

SERVICE INFORMATION

Conditions of registration:

1. To accommodate a maximum of eleven families at Dudley Lodge, 143 Warwick Road.
2. To accommodate one family at a half way house, address undisclosed.

Date of last inspection

13th February 2006

Brief Description of the Service:

Dudley Lodge provides time limited family assessments (incorporating the Framework for Assessment of Children in Need and relevant legislation) to effectively inform subsequent interventions and support packages. The centre works with a range of families, varying from those requiring mainly support to those where serious neglect and / or abuse is known to have occurred.

Dudley Lodge Family Assessment Centre has 10 flats (6 x 2 bedroomed flats and 4 x 1 bedroomed flats). One of the 2 bedroomed flats is adapted for use by a person with disabilities. A small bedsit that was previously used on a short-term basis has been taken out of operation. All flats are fully furnished and equipped. Dudley Lodge also has a three bed roomed fully furnished house, within the local community. The house is used for community based assessments and as a stepping-stone for a family that has successfully completed an assessment at Dudley Lodge, where they may require further support before living independently in the community.

Dudley Lodge is situated within walking distance of Coventry city centre and is served by public transport. A bus stop is situated a very short distance from the Dudley Lodge. Coventry city centre provides parents with opportunities to access a range of social and leisure opportunities with their children, including swimming baths, leisure centre, ice skating, cinema, theatre, and shops. A large public park is also within reasonable walking distance of the centre.

Dudley Lodge also provides staffed playroom facilities and a number of communal meeting rooms allowing space for individual and group work with residents. Residents are required to prepare and cook their own meals in their flats. An outdoor play area is situated at the rear of the building, including swings and outdoor toys for children to play with.

The service employs a counsellor to provide individual sessions and to run group work activities.

The centre also employs a training and development officer to arrange suitable training opportunities for staff, inform care practises and to take a lead role in the development of services provided by Dudley Lodge.

The minimum cost for family to stay for a week is £2295.

SUMMARY

This is an overview of what the inspector found during the inspection.

The inspection was unannounced and took place over two days.

The Manager had provided information about Dudley Lodge, not knowing when the inspection was to take place.

Dudley Lodge provides an independent assessment of families where there is a serious risk of significant harm to children. All service users and staff were sent survey forms before the inspection. Four residents and one member of staff returned questionnaires. Placing authority social workers and visiting professionals were consulted. Three social workers responded and nine visiting professionals returned their comments. These views are incorporated into the report.

The service offers accommodation for ten families on this site and can support a family in an unstaffed "half way house". The service is registered for more than this number though would not accommodate more than ten families now. The manager may consider reducing the registered numbers. There were 8 families in residence and one family in the half way house. Two families with four children were 'case tracked'. This involves investigating an individual's experience of the care they get from the service by meeting with them, talking to them and to the staff who work with them, looking at their care files and focusing on outcomes. The inspector visited and spoke to eight families.

Additional records relating to the operation of the business were inspected. The inspector attended a resident's meeting and a weekly staff information exchange meeting. The Manager was present at the end of the first day and throughout the second day.

CSCI considers this to be an excellent service. Dudley Lodge has substantial strengths and has a sustained track record of delivering good performance and managing improvement. There are systems for recognizing and managing areas for improvement.

The inspector saw eloquent written testimonials from one resident about how Dudley Lodge had helped her to gain a strength and awareness of her responsibilities as a parent. "It has helped us be together as a family"

What the service does well:

Help children and families stay healthy and safe
Help families to enjoy leisure activities with their children.

Respect privacy and value each individual within a family

Deal with complaints effectively.

Protect children and vulnerable adults from abuse

Make sure that adults are safe to work with children

Make sure the premises are safe and secure and suitable for children.

Assess and review the needs of everyone within the family.

Make sure that everyone's voice is heard, including the children.

Communicate well with parents even the difficult messages.

Gives plenty of clear easy to understand information about Dudley Lodge and what happens.

Makes sure staff are skilled and sensitive in their work.

The manager reviews and develops the service.

What has improved since the last inspection?

The Manager has improved staff recruitment.

What they could do better:

Continue to take action on matters raised by quality reviews and develop consultation with children.

Please contact the provider for advice of actions taken in response to this inspection.

The report of this inspection is available from enquiries@csci.gsi.gov.uk or by contacting your local CSCI office. The summary of this inspection report can be made available in other formats on request.

DETAILS OF INSPECTOR FINDINGS

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Being Healthy

The intended outcomes for these standards are:

- Families have access to health care, education, employment and leisure activities which promote their good health and well being, including their mental health, in a safe environment.(NMS 4)

The Commission considers Standard 4 the key standard to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

4

Quality in this outcome area is good. Families are supported to access relevant health care services and leisure facilities so that their good health and emotional well being is promoted.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The care and health needs of four children in two families were comprehensively documented in assessments and placement plans and reviewed systematically each week in the written progress summary. Staff wrote that one of the strengths of the service was adapting to the individual needs of families.

Staff work with visiting health professionals and parents access local paediatric services if needed via the local GP practice during stays. Specific drug and alcohol counselling can be accessed locally. Responsibility of other agencies, including health, is clearly documented.

Staff are trained in administering medication and systems are supported by clear policy and procedures for receipt, storage and administration of medication. Parents give consent for health treatment, but retain the responsibility for administering their children's medication themselves.

Staff have a supportive and advisory role in this. Safe storage and administration of parent's medication or controlled drugs is a feature of the risk assessment. A first aider is always on shift.

Families may come from all over the United Kingdom maintaining existing work and leisure links during what may be a three-month placement is inherently difficult. Arrangements for leisure and occupation are documented in the placement plan. Child focussed activities are encouraged. Staff can make child care arrangements to enable parents to attend essential appointments. One father had joined a local gym. Many parents talked about Dudley Lodge's groups and individual sessions as a leisure highlight and something that they had greatly enjoyed.

The Manager said that Dudley Lodge had a good reputation for constructive work with parents with a learning disability. The service can offer accommodation in one flat for people with physical disabilities. There is accommodation with a "loop" fitted and flashing light doorbells to assist people with a hearing impairment. The service has worked with families where physical disability, language, culture, and religious needs require particular consideration and arrangements were made recently to support one family to observe Ramadan and celebrate Eid.

Staying Safe

The intended outcomes for these standards are:

- Parents and children enjoy a level of comfort and security within the centre based on mutual respect and an understanding of what may have an adverse effect on other residents.(NMS 8)
- The privacy of parents and children is respected and information about them is handled with appropriate confidentiality.(NMS 9)
- Parents and children are able to complain if they are unhappy with any aspect of the centre. They are confident that any complaint will be taken seriously, investigated and addressed without delay and they will be kept informed of the progress.(NMS 10)
- The welfare of children is promoted, children are protected from abuse, and an appropriate response is made to any allegation or suspicion of abuse.(NMS 11)
- Families are protected from abuse, neglect and self-harm.(NMS 12)
- All significant events relating to the protection of children or vulnerable adults within the centre are notified by the registered person to the appropriate authorities.(NMS 13)
- There is careful selection and vetting of all staff and anyone else resident on the premises.(NMS 15)
- Parents and children stay in accommodation that provides physical safety and security.(NMS 22)

JUDGEMENT – we looked at outcomes for the following standard(s):

The commission considers standards 9, 10, 11, 12, 15, and 22 as the key standards to be inspected.

Quality in this outcome area is excellent.

Children and families admitted to the Centre benefit from accommodation, facilities, policies, procedures, and practices that afford them the protection, safety, and care they need.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

Placement plans and risk assessments are explicit in the arrangements to balance privacy with child protection and the need for staff to undertake a thorough assessment. The inspector saw staff communicate promptly to effectively monitor visitors and activity within the house and staff communicated clearly.

One resident called Dudley Lodge "the Big Brother " house and said whilst no one wanted to be there and the initial twenty minute checks staff have to make to each family were annoying; she was positive and appreciated that staff were "always there on that buzzer if needed."

Confidentiality is respected and reinforced by Managers.

There have been no concerns raised with CSCI about this service. The Manager has investigated and resolved complaints between residents. Advice was given about clear monitoring and recording of complaint outcomes. One professional made comment that they could not "recall any justified criticism of Dudley Lodge" A resident wrote that her complaint was sorted out very quickly and " it was good"

The service is arranged entirely about assessing parents' ability to keep children safe and to protect them if this breaks down. The manager has referred three child protection incidents satisfactorily. Staff have been trained and procedures are in place for protection of both children and vulnerable adults. There have been no vulnerable adult protection issues. One parent said, " You feel safe"

Staff are trained to use physical intervention as a last resort. The inspector advised simplification of the central register of these events and to ensure that types of holds used are always recorded. Full Individual records are kept.

The service operates safe recruitment procedures. Recruitment files were checked. Many staff have been employed for very many years and the quality of their "old" recruitment information did not always match the good standard of the newer recruits. The inspector advised that whilst CRB checks are always made at the enhanced level, these should always access both the POCA and POVA lists. If staff are being promoted or applying for new positions within the organisation, the Manager should take the opportunity to update the recruitment information. The Manager has acted to meet the recommendation made last year and now the employment section on application forms allows for a more detailed history.

The service arranges good practical systems to make sure that the environment and the work staff do with residents are healthy and safe. A health and safety committee coordinates the safety of the building and general practices and health and safety documentation was in place and up to date.

Staff assess a comprehensive range of risk, from abuse to hygiene, with individual residents and actively audit this on a daily basis through their assessment work. They work with parents to ensure safety.

Making a Positive Contribution

The intended outcomes for these standards are:

- Parents and children are admitted to and leave the centre in a planned and sensitive manner.(NMS 2)
- Children and their parents have their needs assessed and written plans outline how the assessment will be undertaken.(NMS 3)
- Parents and children using the centre feel well-informed and party to decisions made.(NMS 6)
- Parents and children enjoy sound relationships with staff based on honesty and mutual respect(NMS 7)

The Commission considers Standards 3 and 6 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

3, 6, 7

Quality in this outcome area is excellent.

The assessment process at Dudley Lodge is underpinned by clear placement plans, sound management support and service user involvement to ensure that people are provided with a fair and thorough assessment. This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The purpose of the stay is to produce an assessment about the family's ability to keep their children safe and promote their welfare. Many families are directed by the courts to undertake the assessment at Dudley Lodge. Most have social services and Guardian involvement.

Staff produce assessments and reports for court and local authorities. They are skilled in doing this. There are established systems for gathering pre admission information and assessing risks before moving in. Children are viewed as individuals within a family and have their needs individually assessed. Staff are clear that the child is the focus and work with parents to ensure welfare is promoted.

Visiting professionals wrote that staff were "flexible and provide the package of care necessary"; most thought that staff kept the local authority "well informed" and communicated well. All placing social workers wrote that Dudley Lodge looked after families quite or very well.

A comprehensive placement plan is drawn up and supported by a risk assessment. Parents and social workers are involved in this. This written plan is reviewed daily, weekly, and monthly. All records are updated and specific staff has the task of drawing together changing information into clear written progress summaries. Two parents said that they had been taught "really good parenting" and "I've learnt a lot"

Methods of supervision are clearly laid out in the plan. Staff initially do this by 20-minute checks and supervision of all childcare tasks. During the assessment, Staff use a creative range of skills and methods: 1:1, group work, observations, video work.

The aims of the placement are made clear and parents given a statement of individual objectives. Communication between staff and residents is excellent. Families said there was nothing that appeared in reports that had not been shared with them first in feedback given by staff. "There's nothing written we don't know about" This can be up to twice a day.

All residents are confident their views are heard and respected. One resident said, "they believe what you say and that makes a world of difference"

Residents are consulted in a number of ways. Staff are clear that choices for residents are to be considered within the boundaries of the risk assessment. One resident said of staff "they tell us difficult things... but tell us"

Staff check out on a daily basis with each family in the individual feedback. Families with additional communication or understanding are given feedback in an accessible format, pictorially, to reinforce the spoken feedback. One feedback form seen asked, "What went well?" and pointed the parent to comment on "What I would like to do differently" There was excellent evidence of the clear safeguarding, but consultative approach. There was evidence that parents views are recorded on the progress summaries and that when staff decisions are challenged, this is recorded.

Consultation sheets are used and staff had just started to use pictorial sheets with individual children about how they experienced life at Dudley Lodge. This is excellent practice. The inspector attended the weekly Resident's meeting, where staff provided the opportunity to talk together about practical, common issues within Dudley Lodge. One resident described this: "Serious group but have a laugh"

Father's have a forum in the father's group run by a male counsellor for their particular needs. Parents will also attend play sessions with their children, individual and group sessions, which have a focus of protection, relationships, and self-esteem. There is a mum's group. Residents spoke of the value of the work they did in these sessions. One parent said she had been helped to be less angry and to be confident in official meetings.

Achieving Economic Wellbeing

The intended outcomes for these standards are:

- Parents and children live in pleasant, well designed and maintained surroundings providing sufficient space and adequate facilities to meet their needs.(NMS 19)
- Parents and children enjoy homely accommodation, decorated, furnished and maintained to a high standard, providing adequate facilities for their use.(NMS 20)
- Shared spaces complement and supplement residents' private rooms.(NMS 21)

JUDGEMENT – we looked at outcomes for the following standard(s):

19, 20, 21

Quality in this outcome area is good. Parents and children have comfortable and safe, play space, meeting, and living rooms. This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

Dudley Lodge is a Victorian building with a large, more modern extension. Some of the family accommodation in the new block is in need of updating, but all areas are safe, comfortable, and homely. Privacy is promoted, even where a suite of accommodation is arranged across corridors. All families were happy with the quality of their accommodation. Residents wrote that they liked the garden and the playroom. One wanted a better area within the garden for smaller children. Two residents pointed out that the stair areas were not well cleaned. A new cleaner has been appointed.

The Manager has taken one smaller "bedsit" out of operation. The manager should consider whether he wishes to apply to reduce the registered numbers formally from 11 to 10 places within Dudley Lodge.

Management

The intended outcomes for these standards are:

- Parents and children who use the centre know what they can expect, how they will be treated, how the centre operates, and have had this information in written form prior to admission.(NMS 1)
- Parents' progress is recorded to reflect their ability to care for the children in a safe manner, promoting their welfare.(NMS 5)
- Parents and children receive the care and services they need from competent staff.(NMS 14)
- Staff are sufficient in number, experience and qualification to understand the needs of parents and children and who are able to respond appropriately when required.(NMS 16)
- Parents and children receive a service from staff who are themselves supported and guided in safeguarding and promoting the children's welfare.(NMS 17)
- Staff are trained and enabled to carry out the role to which they are appointed.(NMS 18)
- Parents and children enjoy the stability of an efficiently run service and purchasers have confidence that they are getting value for money.(NMS 23)
- The service's work with parents and children is continually adapted in the light of information about how it is operating.(NMS 24)
- There are adequate records of both the staff and families using the service.(NMS 25)

The Commission considers Standards 1, 14 and 24 the key standards to be inspected.

JUDGEMENT – we looked at outcomes for the following standard(s):

1, 14, 24

Quality in this outcome area is excellent.

Working. The service reviews how it works with children and families and takes action to consistently improve the quality of the service. This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The Statement of Purpose is up to date, clear, and comprehensive. Adults confirmed that they had plenty of information and all showed me a rack full of information provided by staff in their accommodation. Many said that their experience of Dudley Lodge exceeded their expectations.

The staff team is highly skilled and experienced. The inspector was impressed by their conscientious approach to all aspects of their work. The inspector saw staff concentrating at all times on the purpose of their work. All were highly focussed on their responsibilities to the families. Staff spoke with a high level of professionalism and respect about the people they were working with.

During the inspection, four staff worked directly with families. Whilst the staff on shift were clearly fully occupied, they said that there were enough of them. Three parents wrote and said that there were sometimes not enough staff available to allow them to have supervised outings when they wanted them. A visiting professional wrote that she found staff at all levels to be professional and helpful. One solicitor working with experience of Dudley Lodge wrote "probably the best unit I have used- helpful, informative, realistic- and consistently so."

Lines of responsibility are effective. Shifts are planned, appointments and individual commitments known, staff roles are identified and responsibilities made clear.

There are four team managers, link workers, and shift leaders, waking night staff. There are maintenance, cleaning and administrative staff.

The service invests in an excellent approach to training and encourages staff development. The Manager takes effective action to ensure staff performance is of consistently high standard. They are well trained and equipped to meet the needs of families using the service. NVQ and social work degree programmes are well established and ensure that staff have the appropriate qualifications for their role. Staff said: There was "world's difference " in how the service had improved over the years, particularly improved training. The Manager utilises skills creatively to maximise talents in particular areas and there has been a restructuring of the staff team to enable this. Staff have opportunity for promotion within the service.

There is an effective management structure and this is under review to allow for recruitment of further senior staff to strengthen the team. Staff at all levels meet and discuss their work.

The Manager is qualified, experienced, and imaginative. He has effective systems to monitor the operation of the service. Quality assurance is effective. One visiting professional wrote of having been involved with the service over twenty years and always "found the service to be of excellent quality" Another wrote of the respect it is held in within its field. Members of the management committee regularly make monitoring visits. Records are maintained satisfactorily.

Residents wrote: "Staff are really friendly and give good advice." Another wrote, "Dudley Lodge is a really nice family centre to live"
A profession described the approach of the Director and staff as "focussed, thoughtful and professional"

SCORING OF OUTCOMES

This page summarises the assessment of the extent to which the National Minimum Standards for Residential Family Centres have been met and uses the following scale.

4 Standard Exceeded (Commendable) **3** Standard Met (No Shortfalls)
2 Standard Almost Met (Minor Shortfalls) **1** Standard Not Met (Major Shortfalls)

"X" in the standard met box denotes standard not assessed on this occasion

"N/A" in the standard met box denotes standard not applicable

BEING HEALTHY	
<i>Standard No</i>	<i>Score</i>
4	3

STAYING SAFE	
<i>Standard No</i>	<i>Score</i>
8	X
9	4
10	3
11	4
12	4
13	X
15	3
22	3

ENJOYING & ACHIEVING	
<i>Standard No</i>	<i>Score</i>
No NMS are mapped to this outcome	

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
2	X
3	4
6	4
7	4

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
19	3
20	3
21	3

MANAGEMENT	
<i>Standard No</i>	<i>Score</i>
1	4
5	X
14	4
16	X
17	X
18	X
23	X
24	4
25	X

No

Are there any outstanding requirements from the last inspection?

STATUTORY REQUIREMENTS

This section sets out the actions, which must be taken so that the registered person/s meets the Care Standards Act 2000, Residential Family Centres Regulations 2002 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

No.	Standard	Regulation	Requirement	Timescale for action

RECOMMENDATIONS

These recommendations relate to National Minimum Standards and are seen as good practice for the Registered Provider/s to consider carrying out.

No.	Refer to Standard	Good Practice Recommendations
1.	RCN	The Manager should take action as pointed out during the inspection in relation to clarity in central records of complaint and physical intervention, staff recruitment and updating soft furnishings and décor in the "new block"
2.	RFC19	The Manager should apply to reduce the registered numbers at Dudley Lodge to reflect the actual accommodation available.

Commission for Social Care Inspection

Leamington Spa Office

Imperial Court

Holly Walk

Leamington Spa

CV32 4YB

National Enquiry Line:

Telephone: 0845 015 0120 or 0191 233 3323

Textphone: 0845 015 2255 or 0191 233 3588

Email: enquiries@csci.gsi.gov.uk

Web: www.csci.org.uk

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