

Inspection report for children's home

Unique reference number	SC431799
Inspector	Emeline Evans
Type of inspection	Full
Provision subtype	Children's home

Registered person	SWAAY Child and Adolescent Services Limited
Registered person address	132 The Street West Horsley LEATHERHEAD Surrey KT24 6DB
Responsible individual	Gerard Colin Berry
Registered manager	Stefanie Lambertz
Date of last inspection	28/01/2014

Inspection date	07/05/2014
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Previous inspection	satisfactory progress
Enforcement action since last inspection	None

This inspection	
Overall effectiveness	adequate
Outcomes for children and young people	adequate
Quality of care	adequate
Keeping children and young people safe	adequate
Leadership and management	adequate

Overall effectiveness

Judgement outcome	adequate
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Full report

Information about this children's home

The service is a two-bedded children's home registered for boys with emotional and behavioural difficulties.

The home is owned and operated by a private organisation that specialises in the assessment and treatment of male adolescents who have experienced some form of abuse and have subsequently been involved in perpetrating abusive behaviour themselves.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/01/2014	Interim	satisfactory progress
02/10/2013	Full	adequate
16/01/2013	Interim	good progress
21/08/2012	Full	adequate

What does the children's home need to do to improve further?

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Children's Homes Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

Reg.	Requirement	Due date
11 (2001)	ensure the registered person makes arrangements for the home to be conducted in a manner that promotes and makes proper provision for the safeguarding and welfare of children accommodated in the home: specifically ensure risk assessments are updated and include effective strategies to prevent risk to both the children and	16/06/2014

	staff (Regulation 11(1)(a))	
24 (2001)	ensure that a written copy is made of any complaint, the action taken in response and the outcome of the investigation (Regulation 24(5))	16/06/2014
26 (2001)	obtain and record for all staff, before they start work at the home, all the information set out in Schedule 2. (Regulation 26)(3)(d))	16/06/2014

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- ensure children have access to independent advice and support and they know their rights to advocacy and how to access an advocate (NMS 1.5)
- ensure there are clear audit trails are in place to demonstrate written records kept by the home when a child goes missing detail any reasons why a child for running away from the home, and any action taken in the light of these reasons (NMS 5.10)
- review the home's programmes for promoting the young people's independence and moves to adulthood and leaving care (NMS.12)
- ensure all staff have their performance individually and formally appraised at least annually and their appraisal takes into account any views of children the service is providing for (NMS 19.6)
- ensure children's, parents' and placing authorities' views are recorded in the monitoring of the home. (NMS 21.1)

Inspection judgements

Outcomes for children and young people **adequate**

Young people have experienced some changes since the last inspection with the Registered Manager being re-deployed for some lengths of time in the day. The management team have lessened the impact of these changes on young people by bringing together a staff team who are beginning to provide structure and boundaries. This enables young people to be supported and feel more secure in their placement. Young people make sound progress in building self-esteem and emotional resilience through the therapeutic support offered. This supports young people to understand their individual backgrounds and build confidence in communicating their emotions and feelings. This helps young people to begin to cope with significant events in their life effectively.

Young people receive good health care with support to attend health appointments. Although, at time young people choose not to attend, staff support the young people through an individualised approach. This has resulted in one young person taking the first step in attending a sedation clinic in readiness for dental work. This has previously caused a great deal of anxiety for the young person. Young people have access to advice in relation to health from within the staff team, community resources and specialist support.

Staff encourage young people to attend their individual education provisions; young people within the home attend either the organisation's school, or a college. Attendance at these educational establishments is good. However, staff were not clear how young people are progressing academically, but think they make adequate progress educationally from their starting points. Young people successfully take part in work experience schemes; the home has been proactive in securing a recent placement for one young person. This promotes young people's educational progress and achievement. Young people talk positively about these opportunities; this is enabling their self-esteem to further develop.

Contact arrangements are supported by staff, and young people benefit from the continuing links with their families. These arrangements are subject to any limitations set out in care plans. The home is currently in communication with one placing authority to secure appropriate contact arrangements.

Within the home the young people are encouraged to acquire and develop life skills that will help them move into adulthood. For example, young people take personal responsibility for keeping the living room tidy, cleaning the bathroom and clearing the table. Some young people receive an allowance to be able to budget, shop and cook their own meals. However, young people report they are not always motivated to achieve in this area and the current arrangements for independence training are not formalised. Young people express some concerns about whether they will be able to

manage living independently when they move on from the home.

Quality of care

adequate

Young people generally enjoy good relationships with members of staff. Staff are committed to providing a good quality of care for young people for improved outcomes. Young people have struggled to build constructive relationships with all of the staff team. However, they identify staff they can speak to and confide in. Young people are able to get on with each other and build positive relationships. The staff team have achieved this by encouraging young people to be tolerant of each other and recognise differences; this has had a positive impact in the home. Staff have undergone a period of change and been presented with a number of challenges since the last inspection. They describe this time as 'a difficult and challenging' and have worked together to support each other.

The ethos of working in partnership with young people is embedded in the practice in the home. Young people share their views and feelings through regular house meetings and other opportunities are provided on a one-to-one basis. Staff appropriately support young people to participate fully in meetings and make decisions. Young people report they feel confident in voicing concerns and complaints. However, an ongoing complaint by a young person has not been recorded appropriately; therefore, it is not possible to check whether appropriate action has been taken to resolve this satisfactorily. It is also not clear how the young person is being informed of any outcomes following the concerns raised. Young people are given the opportunity by their placing authorities to have access to an independent advocate for support. However, these contact details and other information relating to independent advice are not readily accessible to young people.

Young people's holistic needs, including emotional and psychological health are identified in their care plans. The complexity of young people's needs in recent months have presented ongoing challenges. However, staff have continued to identify and support very individualised needs and preferences. They are in contact with specialist services to determine how they encourage a young person to attend assessments and appointments. This process is evolving through continued advice from these professionals. Sound procedures for medication ensure that young people receive appropriate medical care safely. Medications are locked in a secure cabinet. Weekly audits are in place which has led to more consistency in record keeping in this area.

A range of opportunities is provided to enable young people to visit local attractions and develop links within the local community. Staff work closely with the young

people around their safety in the community and work within the companies framework and guidelines. Activities involve a high level of planning and supervision.

Staff report they work closely with educational establishments to promote educational attendance. Some of the young people access the organisation's school; this has allowed for a continuity of care for these young people. The staff have also built effective links with a local college this enables any issues to be addressed as they arise.

The home is situated within easy reach of local facilities and is on a public transport route. Young people live in a home that is comfortable and young people can personalise their bedrooms to their own taste. The home is subject to an on-going maintenance programme. This ensures children live in a home, which is adequately furnished and suitably maintained.

Keeping children and young people safe adequate

Young people are kept safe through on-going supervision of their whereabouts and the retention of staffing ratios. Young people's vulnerability is central to all aspects of care planning and risk management. Young people acknowledge the work staff do with them in order to keep them safe. They commented they could speak to staff if they are worried or upset and do not identify bullying as an issue within the home. Young people are confident in approaching staff for advice.

Notification of a significant event has recently been received into Ofsted. The home followed the correct safeguarding procedures and ensured all necessary people were informed in a timely manner. Following, internal investigations it was determined that young people were not appropriately safeguarded during this incident. The organisation has taken remedial action. The risk assessments in place at the time highlighted the supervision levels required: these were not followed. Subsequent to this incident, young people's individual risk assessments have yet to be updated to reflect the present vulnerabilities of the young people and do not contain satisfactory detail in relation to keeping the young people and staff safe. They are not sufficiently robust.

There are procedures and protocols to follow in the event of a young person going missing which staff implement and they work towards their safe return. These guidelines are currently being updated to reflect current guidance. There have been no instances of children missing from the home since the last interim inspection. However, the records have yet to be completed within the home to detail any reasons why a young person went missing and any action taken in light of these reasons. This recommendation has, therefore, been re-stated.

In most cases, there is careful selection and vetting of staff working with young people in the home including enhanced checks, which are taken up prior to staff

starting work. However, on two occasions, it was not clear if a reference was obtained from the applicants most recent employment; this information was not fully documented and it was not clear if it was explored at the time of recruitment. The organisation therefore could not demonstrate that they consistently follow good recruitment practice.

Young people say that sanctions and rewards are generally fair. Young people have been encouraged to set appropriate consequences; this level of engagement supports young people to take responsibility for their actions. There is a policy of no physical intervention in accordance with the personal space boundary applied across the organisation. Staff have undertaken training in de-escalation and distraction techniques to manage physical challenges safely.

The management of health and safety is sound, providing young people with a safe environment. Information supplied during the inspection shows that all health and safety and fire checks are completed regularly. Routine servicing and maintenance takes place as required and there is a plan for further redecoration to be carried out.

Leadership and management

adequate

Since the last full inspection, the Registered Manager has been subject to an assault in the home and due to current risks posed she has been re-deployed within the organisation for times during the day. The Registered Manager still has oversight of the home, attends staff meetings and remains in frequent communication with staff. The management and staff team are in discussion on when and how to fully introduce her back into the home. This lack of direct support is beginning to have an impact on the staff team. The home has changed the role of the previous 'home organiser' to a deputy manager position; this enables a new level of responsibility and accountability for the person in this new role.

The home offers care and accommodation for young people in line with its Statement of Purpose. The aims and objectives of the home are understood by authorities who place young people in the home. The manager has an efficient system to monitor key records as required by legislation. There is a focus on improving the quality of care provided. Although, the manager attempts to gain views of young people, parents and placing authorities this information is still not fully incorporated into this internal monitoring. This does not promote learning from feedback in order to improve the care given to young people.

There was one requirement and three recommendations arising from the last inspection report. The requirement has now been met; all staff who have worked for the company for six months or longer have now been enrolled to undertake the required care role qualification. One recommendation has been met in relation to the risk assessment that had previously not been updated. This now reflects current anxieties displayed by the young person. The other two recommendations have not

been fully met. The views of young people, parents and placing authorities are yet to be fully incorporated into monitoring processes. In addition, procedure for relation to when a child goes missing is being updated and no opportunities to demonstrate its application in practice have occurred.

The home is sufficiently staffed and resourced to enable it to meet the needs of the young people currently in placement. The manager provides and receives regular supervision to ensure that young people are cared for by a team that knows how to meet the diverse needs of the young people. Effective communication through daily handovers and regular team meetings mean that staff are kept up to date so as to provide consistent care. Young people are cared for by a staff team that receives regular training that equips them to do their designated roles. However, there has been some delay in staff receiving an annual appraisal. This means that staff performance over the year is not fully evaluated.

Records giving an understanding of young people's lives are kept up to date and stored securely. These are regularly reviewed and monthly updates given to the placing authority. The management show a sound commitment to meeting the needs of the young people working in partnership with other professionals. There are comprehensive development plans in operation which set out the future of the home with a focus on improving outcomes for young people.

What inspection judgements mean

Judgement	Description
Outstanding	A service of exceptional quality that significantly exceeds minimum requirements.
Good	A service of high quality that exceeds minimum requirements.
Adequate	A service that only meets minimum requirements.
Inadequate	A service that does not meet minimum requirements.

Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.