

Inspection report for children's home

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<b>Unique reference number</b>	SC431803
<b>Inspector</b>	Stephen Collett
<b>Type of inspection</b>	Full
<b>Provision subtype</b>	Children's home

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<b>Registered person</b>	SWAAY Child and Adolescent Services Limited
<b>Registered person address</b>	132 The Street West Horsley LEATHERHEAD Surrey KT24 6DB
<b>Responsible individual</b>	Gerard Colin Berry
<b>Registered manager</b>	Johanna Jacoba Henriette Meertens
<b>Date of last inspection</b>	18/03/2014

<b>Inspection date</b>	18/09/2014
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Previous inspection	good progress
Enforcement action since last inspection	none

<b>This inspection</b>	
<b>Overall effectiveness</b>	<b>good</b>
Outcomes for children and young people	good
Quality of care	outstanding
Keeping children and young people safe	good
Leadership and management	adequate

## Overall effectiveness

Judgement outcome	<b>good</b>
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## Full report

### Information about this children's home

The service is a four-bedded children's home registered for single sex occupancy and young people 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
18/03/2014	Interim	good progress
05/08/2013	Full	good
13/12/2012	Interim	good progress
19/07/2012	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
25 (2001)	ensure that there is at all times a sufficient number of suitably qualified, competent and experienced persons working at the children's home. (Regulation 25 (1) (a) (b))	30/11/2014

### Recommendations

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

- ensure entries in records are legible and clearly expressed, specifically in relation to notifications sent to Ofsted. (NMS 22.4)

## Inspection judgements

### Outcomes for children and young people **good**

Young people living at the home make good progress in all aspects of their lives. They make positive attachments with staff and this helps them become more emotionally resilient. Consequently the young people develop increased self-esteem and confidence.

Young people are fully engaged in planning day to day routines in the home and make positive contributions towards more complex decisions affecting their lives. Over time young people develop a sense of stability and security at the home and this enhances their ability to gain independence skills at a pace they feel comfortable with.

The importance of living healthy lifestyles is recognised by the young people and they respond positively to the opportunities given to take regular exercise and learn about nutritional diets. Some young people are successful in giving up smoking and all recognise the dangers of the habit. Despite often having experienced traumatic backgrounds, the young people begin to come to terms with their past and experience with improved mental health as a result.

All young people regularly attend education in either the organisation's own school or in local colleges. Despite some young people not achieving as well as they could in their examinations, all the young people demonstrate a determination to improve their grades and recognise the importance of consistent attendance. Some young people request additional homework in order that they can be better prepared for examinations at the end of the academic year.

For most young people, there is a decrease in the level of unsafe behaviour they display. However, at the time of the inspection, one young person had recently been involved in a serious incident. The young person has been able to reflect on this matter and spoke about techniques subsequently learnt to avoid a similar situation arising.

All young people positively engage in a range of community based activities and demonstrate pride in their achievements.

### Quality of care **outstanding**

The home is located on a modern housing estate with all amenities close by. It provides sufficient space for the number of young people residing in the home and is well furnished and maintained. A homely environment is provided for the young

people, with many photographs and acknowledgements of young people's achievements on display. Interactions between staff and young people are informal friendly and relaxed and young people feel valued.

Young people generally experience positive relationships with peers and staff. When relationships break down, swift and comprehensive action is taken to resolve difficulties, and the organisation makes full use of its resources to support the young people in this process. Young people are given the opportunity to express their views, on relationships within the home, and this increases their sense of staff consistently being concerned for their welfare.

Individual behaviour management strategies for young people are in place and these are regularly reviewed and updated, particularly when conflict has arisen. Young people respond well to an incentive and reward scheme which is prioritised over the use of sanctions. When sanctions are imposed, young people are given the opportunity to express their view on the measure taken, and the effectiveness of sanctions is monitored and evaluated. Consequently, young people feel that the imposition of sanctions is appropriate and fair.

Creative approaches are taken to resolving negative behaviours and young people are able to express their view on the underlying causes for their behaviour. Management and staff recognise when young people have difficulty managing their anger and support strategies are in place for young people to manage this more effectively. This approach places young people's well-being at the centre of practice in the home.

The quality of the young people's placement plans is excellent, with young people making a full contribution to the content, monitoring and evaluation of the plan. Strategies identified in their behaviour management plans and associated risk assessments are consistent with the placement plans. Staff are familiar with the placement plans and this helps ensure that young people receive consistency in the care they receive. Frequent review of the plans enables staff and young people to monitor the progress being made towards achieving goals and targets.

Young people are fully engaged in the running of the home and are encouraged to express their views in daily house meetings. These meetings provide the opportunity to agree daily routines and plan activities. This supports young people to learn the benefits of being well organised, and ensures they are familiar with the expectations placed upon them. All young people are familiar with the complaints process and young people who have made complaints feel it has been an effective way of resolving issues.

Staff are pro-actively engaged in supporting young people's education, particularly where they are attending external provision. In order to settle young people attending college for the first time, staff make themselves available on the college premises, until young people and staff are confident that young people can manage

without this close support being available. Young people are encouraged to work and revise for their examinations, through the use of incentives and rewards, but they have not always responded to the support offered.

Young people engage in a range of leisure activities and individual interests, such as music lessons, are encouraged. Many of the young people take part in sporting activities and learn the benefits of exercise and working as a team. Young people's achievements are celebrated and this further increases young people's self-esteem.

Good working relationships are maintained with external agencies, particularly with the police. Young people are supported to maintain positive relationships with professionals outside of the organisation, and resolve conflicts where they have arisen.

### **Keeping children and young people safe    good**

Young people at the home generally report that they feel safe. One young person indicated that a recent confrontation between a resident and a member of staff compromised this feeling of safety. The manager and staff at the home acknowledged this concern and have taken steps to fully address this. All young people at the home are able to identify members of staff, and therapists working within the organisation, who they can discuss their concerns with. All of the young people report that bullying is not an issue in the home.

Placement plans identify young people's vulnerabilities and these are regularly discussed and reviewed in multi-disciplinary professionals meetings. Risk assessments take all relevant information into account including the progress young people make in their therapeutic programme. Comprehensive risk assessments address key issues for young people, and cover child sexual exploitation, missing from care and internet safety. All staff are familiar with individual young people's behaviour management plans and associated risk assessments, ensuring consistency in the approach to keeping young people safe.

Staff communicate well with social workers and report safeguarding and child protection concerns promptly. Records of child protection issues are well maintained, although one minor administrative shortfall was noted in relation to the recording of a child protection disclosure. This did not have a negative impact on the young person and the safety of children and young people was not compromised.

Young people rarely go missing from the home, and when they do, staff take a proactive approach to ensuring their safe return at the earliest opportunity. Agreed multi-agency protocols regarding young people missing from care are followed, and staff work effectively in partnership with the police. Young people are welcomed back to the home following a missing episode, and are supported to discuss the issues which led them to go missing.

Since the last inspection there has been one incident when physical intervention by a member of staff was necessary to keep a young person and a staff member safe. Appropriate action was taken following this intervention to ensure the young person's well-being and a record was made in line with statutory regulations. The organisation is currently undertaking a review of its procedures regarding physical intervention.

Robust recruitment procedures are in place to ensure that unsuitable individuals are not employed at the home. New staff are supported to develop their safeguarding knowledge and practice and close monitoring of their performance is maintained throughout their probationary period.

A physically safe environment is provided for the young people and all health and safety risk assessments are regularly reviewed. Electrical equipment, including the fire alarm system, is tested in accordance with regulations and all young people are familiar with the home's emergency evacuation plan.

### **Leadership and management**

### **adequate**

The manager at the home has been employed by the organisation for several years, and is currently also the registered manager at another of the organisation's homes, which is a twenty minute drive away. This arrangement is a temporary measure to cover a managerial vacancy within the organisation. She obtained a Registered Manager's Award in 2006. One requirement to record the manager's hours worked was made at the last inspection, in March 2014, and this has been acted upon.

Since the last inspection, three staff have left the organisation and delays in obtaining required checks for new staff has meant the home has not had a full complement of staff. Staff sickness has exacerbated the situation, and staff shortages have also occurred in the other home managed by the registered manager. To address the situation the manager has merged the staff teams from the two homes, but this has not fully resolved the situation. Young people said this can affect their leisure time, as sometimes there are insufficient staff to supervise external activities, and a young person said that things were better when the manager had responsibility for just one home.

Leaders and managers are aware of the problems insufficient staffing can cause and have taken steps to address the issue, but have not consistently been aware of the impact this has on the young people.

Apart from this issue, leaders and managers have a thorough understanding of the strengths and weaknesses of the home. There is a development plan in place, and the majority of actions noted have a timescale for implementation and a named member of staff responsible for progressing this. In general records are well maintained. However the quality and clarity of written notifications of significant



incidents to Ofsted has declined.

Leaders and managers demonstrate a clear commitment to meeting the individual needs of all young people, and to providing a service which reflects the aims and objectives defined in the statement of purpose. Staff feel well supported and able to discuss issues with senior management when the registered manager is not available. New staff benefit from undertaking a comprehensive induction programme and feel well prepared for commencing direct work with young people. Ongoing training is provided, and this equips staff with the skills and knowledge needed to meet the needs of young people referred to the organisation.

The organisation strives towards continuous improvement by reviewing its practice and utilising its own resources to undertake research. There is a commitment to involving young people in these processes and this demonstrates the value the organisation places on hearing the voice of 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.