

Inspection report for children's home

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<b>Unique reference number</b>	SC431806
<b>Inspector</b>	Stephen Collett
<b>Type of inspection</b>	Interim
<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>	Elise Anne Baggs
<b>Date of last inspection</b>	23/10/2014

<b>Inspection date</b>	16/03/2015
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Previous inspection	good
Enforcement action since last inspection	none

## This inspection

This home was judged good at the last full inspection. At this interim inspection Ofsted judge that it has **improved effectiveness**.

At the last full inspection in October 2014, two requirements and two recommendations were made to further develop good practice in the home. Both of the requirements have been met and action has been taken on the recommendations, and the home is judged to have improved in overall effectiveness.

The organisation has now recruited waking night staff and agency staff are rarely used to cover any gaps in the rota. The Registered Manager has taken steps to monitor the performance of agency waking night staff should they be required, and concerns regarding the performance of agency workers previously used at the home have been shared appropriately. Confirmation of which of the organisations waking night staff will be working in the home on any given night is often given late in the day, and this means that young people do not have prior knowledge of who will be on duty overnight. Further improvements could be made to this aspect of practice.

Senior managers have taken steps to ensure that all staff, whether employed in the home or on other services delivered by the organisation, are aware of the policy relating to the security of young people's personal information. Staff team meetings have also addressed this matter and other issues highlighted in the full inspection report.

The quality of young people's placement plans has improved and they now demonstrate that young people are fully engaged in the process of reviewing progress towards their personal goals and targets. The Registered Manager has also introduced creative ways of demonstrating to young people how they have addressed problematic behaviours over a period of time. The use of graphs enables young people to see the improvements they have made, and this gives them a sense of achievement, leading to increased self-esteem.

Progress has been made in relation to the recommendation made about staff appraisals. The Registered Manager has attended an appraisal meeting, and goals relating to professional development have been set. However, at the time of the inspection the appraisal had not been recorded in writing.

Young people make excellent progress at the home. All attend the organisations school, and some are making exceptional academic progress. Young people make good progress in terms of their emotional well-being, and this has a positive impact on their behaviour. A social worker commented that in terms of emotional and behavioural development, the young person she works with 'is a different boy from who he was last year'.

A committed staff team provide a high standard of care, and young people feel valued and cared for in the home. Key-work sessions enable young people to discuss difficult and sensitive issues, and they are focused on the individual needs of the young people. As young people's self-esteem and self-confidence improve, they are more able to engage in a range of community activities, such as sea cadets and the Duke of Edinburgh award scheme.

Young people also develop age-appropriate independence skills, and this has given young people the confidence to seek voluntary work and in one case, take on a part-time job. Staff work well with placing authorities and where appropriate, with families, to ensure that transition plans are considered at an early stage.

Safeguarding and child protection practice is robust, and any concerns are fully investigated. Consultation takes place with the Local Authority Designated Officer regarding any concerns about staff, and the organisations internal investigation process is thorough. Where appropriate, young people are consulted regarding poor staff performance, and their views are acknowledged and acted upon.

Behaviour management strategies and associated risk assessments are implemented in practice, and this has ensured that any problematic behaviour displayed by young people has been quickly identified and addressed. Any use of sanctions is proportionate and young people consistently have their views recorded if a sanction is made.

Young people report that they feel safe in the home, and there are no concerns regarding bullying. Peer relationships are good, and young people take advantage of regular young people's meetings to resolve any emerging issues. Young people therefore feel that they are able to influence the day-to-day running of the home, and that their opinions are respected.

The home is well managed and staff feel supported. Regular team meetings provide staff with the opportunity to discuss the needs of the young people and reflect on their practice. Systems are in place to monitor the quality of the services being

delivered, and the Registered Manager takes action to address any identified shortfalls. Staff performance is also monitored effectively, particularly during new employees induction and probation period.

The home is well maintained and provides a warm, nurturing environment for the young people. An excellent range of indoor activities are available to the young people, and this ensures they feel valued and consequently they take pride in their home.

As a result of this inspection, two recommendations are made to further develop good practice.

## Information about this children's home

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. The overall aim of the service is to offer four young people the opportunity to embark on specialised educational and therapeutic training programmes within a safe, supportive and nurturing environment.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
23/10/2014	Full	good
11/02/2014	Interim	good progress
04/10/2013	Full	good
25/02/2013	Interim	good progress

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

### Recommendations

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

- ensure records of staff working in the home demonstrate the staffing level; specifically, take steps to ensure staff rotas indicate which waking night staff will be on duty, so young people have advance notice of who will be in the home overnight (NMS 17.2)
- ensure all staff have their performance individually and formally appraised at least annually; specifically, ensure the registered manager is provided with a written annual appraisal and personal development plan. (NMS 19.6)

## **What inspection judgements mean**

At the interim inspections we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

## **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.