

Children's homes inspection - Full

Inspection date	15/07/2015
Unique reference number	SC396813
Type of inspection	Full
Provision subtype	Residential special school
Registered person	Chailey Heritage Foundation
Responsible individual	Denise Banks
Registered manager	Sheila Perou
Inspector	Anna Williams

Inspection date	15/07/2015
Previous inspection judgement	Sustained effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Requires improvement
The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.	
how well children and young people are helped and protected	Requires improvement
the impact and effectiveness of leaders and managers	Requires improvement

SC396813

Summary of findings

The children's home provision is requires improvement because:

- Management monitoring systems are not yet fully effective. Leaders and managers have not identified shortfalls which are highlighted as part of this inspection.
- Recruitment and vetting systems require improvement. The organisational recruitment policy is not followed consistently in practice. The same level of scrutiny is not applied across all adults who spend regular time within the children's home.
- The professional supervision of staff varies in frequency. Some staff do not have regular opportunity to reflect on and improve their practice through formal review.
- Since the previous inspection, two serious events have not been notified to Ofsted in line with regulatory requirements. This compromises the regulator's ability to monitor and review the effectiveness of safeguarding arrangements within the home.
- The organisation safeguarding policy does not consider the fact that some staff work across both children's and adult regulated services. For these members of staff, the policy does not describe how any safeguarding matters or allegations will be managed. In one case identified, children's services were not made aware of a serious allegation, although adult social care were.
- Since 2013, the Registered Manager has undertaken a one hour basic training course in safeguarding. This is not a suitable course in child protection for the level of responsibility which the Registered Manager holds in this area.
- The Registered Manager has been off work with sickness for some extended periods. The organisation have appointed an interim 'head of care' to cover. However, at times staff members reflect that this has been confusing to work with differing leadership styles and direction.

The children's home strengths

- Relationships between young people and staff members are warm and appropriate. Staff work together effectively to meet the individual needs of young people placed.
- Young people experience a wide range of activities both on-site, and within the local community.
- Positive feedback has been received from parents. They praise the quality of care and feel their children are safe.

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

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 (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*. The registered person(s) must comply with the given timescales.

Requirement	Due date
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard, the registered provider must:</p> <p>(2)(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p>	12/10/2015
<p>29: Continuing professional development: registered person and responsible individual</p> <p>The registered manager must undertake such continuing professional development as is necessary to ensure that the registered manager has the skills needed for managing the home. (Regulation 29(4))</p>	12/10/2015
<p>32: Fitness of workers</p> <p>The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety, with particular reference to ensuring the recruitment policy is followed in practice and reflects current guidance such as DBS status checks. (Regulation 32(1))</p>	12/10/2015
<p>32: Fitness of workers</p> <p>The registered person may only employ an individual to work at the children's home when full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32(3)(d))</p>	12/10/2015
<p>33: Employment of staff</p> <p>The registered person must ensure that all employees— (a)</p>	12/10/2015

<p>undertake appropriate continuing professional development; and (b) receive practice-related supervision by a person with appropriate experience. (Regulation 33(4)(a)(b))</p>	
<p>34: Policies for the protection of children</p> <p>The procedure to be followed in the event of an allegation of abuse or neglect must, in particular— (d) provide for records to be kept of an allegation of abuse or neglect, and the action taken in response; and (e) describe the measures which may be necessary to protect children following an allegation of abuse or neglect. (Regulation 34(2)(d)(e))</p>	<p>12/10/2015</p>
<p>40: Notification of a serious event</p> <p>If there is a referral of a person working in the home pursuant to section 35 (Regulated activity providers: duty to refer) of the Safeguarding Vulnerable Groups Act 2006(a), the registered person must without delay notify— (a) HMCI. (Regulation 40(3))</p>	<p>12/10/2015</p>
<p>40: Notification of a serious event</p> <p>The registered person must notify HMCI and each other relevant person without delay if— (c) there is an allegation of abuse against the home or a person working there. (Regulation 40(4)(c))</p>	<p>12/10/2015</p>

Full report

Information about this children's home

This setting is owned by a charity and is registered to accommodate 50 children with physical disabilities, complex health needs and learning disabilities. The children's home is formed from separate bungalow accommodation. It is located within a large site which also includes a registered school and Care Quality Commission registered adult care homes.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/01/2015	CH - Interim	Sustained effectiveness
09/07/2014	CH - Full	Good
06/03/2014	CH - Interim	Good progress
09/12/2013	CH - Full	Good

Inspection Judgements

	Judgement grade
<p>The overall experiences and progress of children and young people living in the home are</p>	<p>Requires improvement</p>
<p>A young person said 'I love it here. I get on really well with school friends. I enjoy going out at weekends'. Another young person told the inspector 'I am happy today'. Effective teamwork meets the needs of the young people placed. Staff know the young people's personal needs extremely well. Observations show staff effectively using individually tailored communication systems. Young people make choices and are listened to throughout their daily life. For example, they choose activities, food and drink, or music to listen to. A parent said 'the staff are like family. They provide the love and care for our child that, due to their complex needs, we cannot provide at home'. Another parent commented 'my child has a regular team of staff who work with them whom my child is very attached. My child clearly trusts them and finds them fun'.</p> <p>Young people attend the on-site school. Attendance is excellent. Care staff work well with academic staff to progress personal learning targets. Communication systems in place to keep parents and carers up to date are generally good. Diaries between home and school offer a structured approach to record and share information. A parent commented 'there is a good handover between school staff to residential staff, which in turn comes to me'. Young people maintain attachments to those important to them through regular phone calls and planned visits.</p> <p>On-site health and clinical services are readily available to the young people 24 hours a day. If staff members identify a concern or request medical advice, nursing support is prompt. There are detailed records kept of actions taken and advice given. Arrangements for the administration and storage of medication are sound. Regular medication audits take place. These give close oversight of the high numbers of medications given each week. If an error or discrepancy is noted, strict processes look at the reasons behind the event. There is active learning from each incident to avoid it happening again.</p> <p>Staff members facilitate a wide range of activities and experiences. Activities on-site include horse-riding, barbeques, treasure hunts, sensory play and craft work. Young people are active members of the local community, visiting places of interest, using leisure facilities, local shopping areas and trips to the zoo. Some young people attend a local scout group on a weekly basis. All these opportunities provide young people with the chance to make friends, try new hobbies and keep healthy.</p>	

'Maximising independence and choice' is part of the organisation's mission statement. Staff members support young people to work towards life skills. Targets are identified for each young person. Young people do make progress, although not always well evidenced. Some young people's individual target sheets remain blank. Other records contain multiple entries which demonstrate sustained success some young people make in achieving goals. Other young people realise their goals, but targets are not reviewed in a timely way to offer young people the chance to develop further skills. Internal monitoring systems have not identified this lack of consistency across young people's records. Young people learn cooking skills, make progress with their communication skills, and some succeed in travelling independently across the site and within the community.

	Judgement grade
How well children and young people are helped and protected	Requires improvement
<p>One young person said 'I always feel safe'. A parent commented 'the staff are fantastic. I know my child is safe and well cared for'. Care staff demonstrates a sound awareness of the specific vulnerabilities of young people with disabilities and matters such as child sexual exploitation. Staff members support young people to learn how keep safe. For example, supporting them to access the local community safely. The organisation has appropriate missing from care procedures in place. There have been no children reported missing from the home since the previous inspection.</p> <p>This children's home is part of a wider organisation which provides care to adults within Care Quality Commission (CQC) registered homes. Some staff work across both sets of services on site. Since the last inspection, there has been an allegation against a member of staff who works in this way. This matter was referred to adult social care only. However, the Local Authority Designated Officer (LADO) was not informed of the allegation. The management of such an allegation against an adult who works across both settings is not considered within the organisation safeguarding policy. This policy does not clearly describe the support a member of staff will get from the organisation if they are subject to an allegation.</p> <p>Ofsted was not notified of this serious event or about the dismissal of another member of staff previously referred to the Disclosure and Barring Service (DBS). This does not support Ofsted in carrying out its duty to monitor safeguarding arrangements within the children's home.</p> <p>Arrangements for the vetting and recruitment of staff and contractors require improvement. The independent visitors who undertake monthly visits to the home</p>	

have not been subject to any formal checks by the organisation. This is of concern as these individuals have access to the site, files and may have unsupervised contact with young people as part of their role. Sampling of additional staff files show that there are inconsistencies in the implementation of the recruitment policy. Discrepancies were highlighted in staff employment histories and copies of relevant qualifications were missing. The reasons and circumstances for staff ceasing their previous employment are not always robustly followed up and discussed with the responsible individual prior to the appointment being confirmed. The recruitment policy does not reflect changes in DBS checks, such as online status checks. It also fails to describe the process of an agency member of staff transferring to an organisational contract. As a result, there are inconsistencies in practice and vetting of such staff.

The extensive site is well maintained and safe. Redecoration of some bungalows has taken place. They look bright inside and provide stimulating environments to live in. Young people are actively involved in choosing colour schemes and furniture in the houses requiring renovation. Bedrooms are creatively personalised to young people's individual needs and likes. Young people benefit from a newly refurbished open-air quadrangle area. Well-designed planting, outdoor apparatus and seating provides additional space for young people to socialise and play together.

	Judgement grade
The impact and effectiveness of leaders and managers	Requires improvement
<p>The Registered Manager has been in post at the home for over five years. She has Level 4 qualifications in Health and Social Care and Leadership and Management. Over the past year, the Registered Manager has had some significant periods off sick. The organisation appointed an interim 'head of care' to support the children's home while the Registered Manager was away. This has been successful in providing staff constant leadership and direction. However, staff members reflect that at times the differing leadership guidance and approaches have been confusing.</p> <p>The statement of purpose describes in detail what services the children's home offers. This is followed in practice. The document also states that currently four bungalows offer up to 32 young people a home or a short break place to stay. The certificate of registration states that the home offers places to up to 50 young people. The responsible individual is in the process of formally varying the children's home registration to reflect the actual on-site circumstances. This has no negative impact on young people's direct care.</p>	

Young people's complex needs are identified and met by staff who receive regular training and practice updates. Courses completed by staff include medication administration, internet safety, safeguarding and first aid. The registered manager's continuing professional development and learning is more limited. In particular, in safeguarding practice she has only completed a one hour basic training course since 2013. In this crucial subject area, she does not demonstrate that she is keeping up to date with changing practice, guidance and wider research.

Within surveys completed for Ofsted, one staff member commented 'supervision feels hurried...it feels like it is an exercise in form filling, not a proper chance to discuss things'. Another member of staff felt the home could provide 'better supervision'. There are differences between the frequencies of staff supervision across the four bungalows. Some staff members have only received two supervisions in a 12 month period, when other staff have had monthly sessions over the same time frame. Staff performance management is not coordinated or consistent. Not all staff members have regular opportunity to reflect on their practice and receive constructive feedback to improve standards. Staffing levels on the houses are appropriate to meet the needs of young people, this includes overnight staffing.

A previous requirement to improve the quality of complaint recording and responses is met. A new complaint system is now established which ensures that complainants receive a prompt response. House managers follow up with every complainant to make sure they are satisfied with the response and whether they feel the matter is fully resolved.

External monitoring visits take place at least monthly and involve young people. Reports demonstrate an appropriate level of challenge and actions are identified to further improve the service. The senior leadership team act on recommendations set promptly. For example, staff members are now more familiar with the statement of purpose document.

Internal monitoring systems however, are weak. Leaders and managers have failed to identify shortfalls in recruitment practice, staff supervision and safeguarding processes. A social care department improvement plan exists and includes specific targets for the children's home. Progress is being made towards the goals, such as all the home managers continuing to study for their Level 5 Diploma in Leadership and Management for Residential Childcare and the ongoing refurbishment of the accommodation.

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This 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 Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

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