

Children's homes inspection - Full

Inspection date	14/10/2015
Unique reference number	SC394025
Type of inspection	Full
Provision subtype	Residential special school
Registered person	The National Centre for Young People with Epilepsy
Registered person address	N C Y P E, St. Piers Lane, LINGFIELD, Surrey, RH7 6PW

Responsible individual	John Cowman
Registered manager	Post Vacant
Inspector	Emeline Evans/Keith Riley/Jennie Christopher/Amanda Maxwell

Inspection date	13/10/2015
Previous inspection judgement	Outstanding
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

SC394025

Summary of findings

The children's home provision is requires improvement because:

- Medication arrangements are not robust. Improvements are required to strengthen systems in place to ensure young people's health needs are being fully met.
- There is a high number of vacant positions across the homes. There has become a reliance on relief staff and permanent staff working a high number of hours.
- The organisation has recognised the reporting and recording of safeguarding concerns has not been robust. There has been learning from these incidents; this has yet to be fully embedded in practice.
- Following a safeguarding concern, risk assessments were not immediately formulated to minimise any further risk to the young people and enable staff to be aware of appropriate strategies to take.
- The home is not fully compliant with their own health and safety policy and risk assessments. This is in relation to legionella risk management.
- The information gathered in monitoring is not well used to improve the quality of care provided. There is no consultation with young people.
- There are inconsistencies in the supervision being provided to staff. Some new staff are not receiving any regular supervision. In addition, the staff induction programme has not been fully implemented.

The children's home strengths

- Through the relationships formed with staff, young people are relaxed and feel safe and their parents confirm this.
- Young people make good progress which helps them be as independent as possible depending on their level of understanding.
- There is good communication and analysis of incidents and physical interventions with the young people. This has resulted in a reduction in the use of physical interventions.
- The home has received some complaints since the last inspection. The home has been proactive in working with all involved to resolve any further issues or concerns.
- The routines and structures in place for individual young people support them in feeling safe and comfortable in their surroundings.

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>6 The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard the registered person is required to ensure:</p> <p>(2)(b)(ii) that staff protect and promote each child's welfare. This specifically relates to ensuring that staff are provided with all the necessary information and that managers review the handover processes currently in operation.</p>	20/11/2015
<p>Ensure the registered person makes suitable arrangements for the handling, recording and safe administration of medicines.</p> <p>(Regulation 23 (1))</p>	20/11/2015
<p>Maintain records for each child in Schedule 3. This specifically relates to ensuring a copy of any plan for the care of the child prepared by the child's placing authority is obtained, and of the placement plan and the result of any review of the placing authority's plan for the care of the child.</p> <p>(Regulation 36 (1)(a))</p>	20/11/2015
<p>12 The protection of children standard</p> <p>In order to meet the standard the protection of children standard the registered person is required to ensure:</p> <p>(2)(a)(i)(ii) that staff assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary make arrangements to reduce the risk of any harm to the child. In particular ensure individual risk assessments are updated. In addition help each child to understand how to keep safe. And</p>	20/11/2015

<p>(2)(d) that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. This specifically relates ensuring health and safety guidance (on the prevention of legionella) is adhered to.</p>	
<p>13 The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person is required to:</p> <p>(2)(d) ensure that the home has sufficient staff to provide care for each child.</p>	<p>20/11/2015</p>
<p>Ensure that all employees receive practice based supervision by a person with appropriate experience.</p> <p>(Regulation 33(4)(b))</p>	<p>20/11/2015</p>
<p>Ensure the independent person who visits the home produces a report about a visit which sets out, in particular, the independent person's opinion as to whether children are effectively safeguarded and the conduct of the home promotes children's well-being.</p> <p>(Regulation 44(4)(a)(b))</p>	<p>20/11/2015</p>
<p>Establish and maintain a system for monitoring, reviewing and evaluating the quality of care provided for children and the feedback and opinions of children about the children's home.</p> <p>(Regulation 45(2)(a)(b))</p>	<p>20/11/2015</p>
<p>The registered person must notify HMCI and each other relevant person without delay if there is an allegation of abuse against the home or person working there and/or a child protection enquiry involving a child is instigated or concludes.</p> <p>(Regulation 40(4)(c)(d)(i)(ii))</p>	<p>20/11/2015</p>

Recommendations

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

- ensure the policy in relation to relationships and sexual well-being is fully embedded to enable staff to help children to understand what makes a healthy relationship (The Guide to the Quality Standards, page 39, paragraph 8.10)
- provide staff with the necessary support as outlined in staff induction programmes (The Guide to the Quality Standards, page 53, paragraph 10.8)
- ensure the home has a development plan that relates to the children's home to be able to effectively sustain and monitor good practice (The Guide to the Quality Standards, page 55, paragraph 10.24)
- ensure individualised communication systems are implemented in practice. (The Guide to the Quality Standards, page 24, paragraph 4.24.)

Full report

Information about this children's home

The home provides education and residential care for up to 60 young people, aged from 8 to 18 years old, across eight separate homes. Young people access the organisation's special school, which is approved by the Department for Education. Young people, with a variety of disabilities, primarily learning difficulties, autism, complex health needs and physical disabilities, are accommodated for 38 weeks or 52 weeks. Young people who stay at the home do not necessarily have a diagnosis of epilepsy.

An adult college and some houses exclusively for 18 - 25 year olds are on the same site. These are separately regulated by the Care Quality Commission. The provider organisation is a registered charity

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/02/2015	CH - Full	Outstanding
09/10/2014	CH - Interim	sustained effectiveness
03/02/2014	CH - Interim	Good Progress
30/08/2013	CH - Full	Outstanding

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	requires improvement
<p>The young people benefit from good supportive relationships from committed and attentive staff members. Staff are responsive towards young people's needs and understand when young people are upset; this alleviates unnecessary anxiety for the young people. Observations were indicative of the trusting and fulfilling relationships between the young people and staff. Comments from parents include, 'nothing is too much trouble for the staff,' 'staff go way beyond their call of duty' and 'excellent quality of care.' Young people have experienced some changes since the last inspection with the manager and members of the staff team leaving. The present management team are trying to lessen the impact of these changes on young people by working amongst the teams to bring together staff groups who provide structure and boundaries.</p> <p>Young people progress well and they have all made considerable progress given their starting point upon arrival at the home. Staff are proud to report on achievements and how young people continue to develop skills and grow in confidence. For example, they learn fundamental self-help skills such as toileting independently and the ability to accept and respond to peer interaction. This means that they are more able to live with others in an inclusive environment. Evidence to demonstrate the levels of progress has been limited at times due to staffing levels. Staff have been focused on keeping the young people safe and therefore young people's individual goals have not been a priority.</p> <p>Young people's files do not currently contain a copy of the plan for the care of the young person prepared by the child's placing authority or the placement plan. In addition, the result of recent reviews of the placing authority's plan for the care of the young person was not on all the files. The absence of this information means staff do not have an authoritative indication of the outcomes to be achieved or offer a clear steer for key working opportunities. Due to this lack of information managers are unable to have a clear understanding of the progress young people are making in respect of the wider plans for them.</p> <p>Young people have the opportunity to explore their abilities and try new experiences while living in the home. For example, young people access the local community through activities such as trips to parks and to the local shops. Within the service there are many facilities and a range of play and relaxation equipment which they may not have access to at home; this provides them with new and enjoyable experiences.</p>	

Young people receive sound support to lead a healthy and active lifestyle. There are a range of services on the same site to enable young people's health needs to be met. However, not all information is easily accessible in young people's files in relation to health. Formal handover processes are not presently in operation between day and night staff and this has led to information relating to health not being communicated. Medication arrangements are not robust. During the inspection it was found that medication had been missed; this had not been identified by staff. In this instance, staff were not following the home's procedure with regard to the administration of medication; two staff were not present and staff had not been deemed as competent to administer medication for the young person. Improvements are required to strengthen systems in place to ensure young people's health needs are being fully met. However, the support young people do receive in relation to their complex medical needs is enabling the majority of young people to lead a higher quality of life and experience independence.

Young people are supported if they wish to make a complaint and staff advocate on behalf of the young people if they feel they need to raise a concern on their behalf. A good knowledge of each young person's needs enables staff to tell if someone is unhappy and to respond accordingly. Observations indicated that some basic communication methods are in place for example visual menus. However, individualised communication systems are not being consistently implemented. This does not provide young people with the necessary tools to be able to communicate and express their choices.

The staff team have successfully supported young people to move on to adult care settings. Young people are prepared by promoting independence skills commensurate with their level of understanding. For example, a young person learned to travel independently to buy ingredients to cook an evening meal. The transitional work involved when young people move on promotes positive endings for young people who may find it a challenge to understand why change needs to happen.

	Judgement grade
How well children and young people are helped and protected	requires improvement
<p>The routines and structures in place for individual young people support them in feeling safe and comfortable in their surroundings. Young people appear very comfortable in staff presence and parents spoken to report that they feel their children are safe. Staff interpret young people's behaviours well and are therefore able to act upon instances when they are worried or upset. These positive relationships enable young people to feel safe and to communicate any concerns as they arise.</p> <p>The organisation has recognised the reporting and recording of safeguarding concerns has not been robust. Appropriate action has been taken; although there has been learning from these incidents this has yet to be fully embedded in practice. Following a safeguarding concern, risk assessments were not immediately formulated to minimise any further risk to the young people and enable staff to be aware of appropriate strategies to take. These were not in operation until two further concerns were raised. Support plans do not currently reflect all the support needs of the young people in relation to keeping themselves and others safe. In addition, key work sessions do not take place following certain behaviours being displayed. Young people are not currently being supported by residential staff to keep themselves safe. Forthcoming training for staff is scheduled to take place in understanding and supporting young people in relationships and sexual well-being.</p> <p>Staff receive training in safeguarding and during discussion staff were knowledgeable about how to apply this if they had a concern. Staff understand that young people's autism and learning disabilities makes them highly vulnerable. There is a sound level of joint working with other professionals. Thorough internal investigations take place following any safeguarding concerns with communication and feedback with social care agencies. A new safeguarding lead has been recruited to the position since the last inspection. She is very aware of the areas of improvement required. Actions plans have been formulated in response to advice and information received from the local authority safeguarding team. This demonstrates that matters relating to young people's safety and well-being are acted upon and taken seriously.</p> <p>Staff have an appropriate understanding of behaviour management and look to de-escalate situations as much as they can. Generally, they look at the young person's mood and then try to be as flexible and positive as possible. The young people have behaviour support plans in place. The staff team work closely with the behaviour support professionals on site, and there is a clear exchange of information. There is good communication and analysis of incidents and physical interventions with the young people. This allows patterns, trends and triggers for behaviours to be identified and understood and has resulted in a reduction in physical interventions. Comments from one young person included, 'there is</p>	

restraint but it's only done on the rare occasion that I become angry. I think this is fair.'

The young people currently in placement do not have any known risks associated with child sexual exploitation. Staff have received training and information and advice is available if they had any concerns. Young people have access to the internet during residential time, this is appropriately monitored and risk assessments in are place according to each young person's level of understanding. Some young people spoken with were aware of the risks it may pose and were being supported to keep themselves safe.

The home has a sound recruitment process in place, which ensures all the necessary checks are completed before a member of staff starts works. This protects young people from having contact with unsuitable people.

The secure premises provide an environment where young people feel safe and where they are being safely cared for. Young people and staff are not however fully protected by the homes arrangement for health and safety. The home is not compliant with its own policies. This specifically relates to legionella risk assessments. There is no evidence to demonstrate remedial work has taken place. Completion dates could not be confirmed to rectify these matters.

	Judgement grade
The impact and effectiveness of leaders and managers	requires improvement
<p>Since the last inspection, the Registered Manager has resigned from this position. There is currently a vacant Registered Manager's position. However, a manager has been employed recently with a view to registering with Ofsted. The management team is committed to, and focused on, improving the quality of care in the home. The manager has an active role within the home working with the young people. A priority in recent months has been to identify and redevelop practice and processes.</p> <p>The Statement of Purpose clearly states the aims and objectives of the service. There is a focus on working in partnership with young people, parents and internal</p>	

and external professionals to achieve a consistent approach to meeting their needs. The young people's guide is adapted to each of the houses and is informative and comprehensive and is suitable for the young people's level of understanding.

The management team understand the strengths of the service and know areas for development. However, the development plan in operation has an emphasis on the organisation and not the children's home. Therefore, the strengths and areas for development as explained by the manager are not incorporated into this plan. As a result, it is unclear how the management team evaluate the children's home as a separate entity and fully review the current level of service offered.

Staff are enthusiastic and committed to the young people in their care. They have formed good relationships with young people and speak positively about them. However, there is a high number of vacant positions across the homes. This has resulted in young people being supported by regular relief and external agency staff and the remaining permanent staff. There has become a reliance on relief staff and permanent staff working a high number of hours. The management team are very aware of the staffing situation and are taking action to try and address this, but to date it has not been successful.

Staff and managers are respected and liked by young people. Young people's comments included, 'it's good here because of the staff.' It was evident that although there have been changes in the management and staff team they are determined to minimise the impact on young people's progress and quality of care.

Staff report that they undertake regular essential training, and all new staff complete an initial induction programme. This practice contributes to them understanding and meeting the needs of young people. However, due to lack of staff the priority has been to ensure shifts are covered and young people are kept safe. This has resulted in inconsistencies in the supervision being provided to staff. Some new staff are not receiving any regular supervision. They are not being provided with formal opportunities to discuss any support required and any ongoing concerns. In addition, the staff induction programme has not been fully implemented; mentoring and shadowing has been limited or in some cases not happened.

There are regular independent visits to monitor the conduct of the home. These reports do not evaluate or set out the visitor's opinion on whether young people are effectively safeguarded or how the conduct of the home promotes well-being. Different visitors undertake these visits. This has led to inconsistencies in the level of monitoring taking place. Although it is clear internal monitoring takes place by the management team, the information gathered is not well used to improve the quality of care provided. In addition, trends and patterns are not being fully evaluated and young people's views are not considered. This means reviews are

not as thorough or purposeful as intended.

The home has received some complaints since the last inspection. There is evidence to demonstrate these complaints have been fully investigated and the home has been proactive in working with all involved to resolve any further issues or concerns.

Notification of significant events have not been received into Ofsted within acceptable timeframes. In addition, updates and detailed information was not provided in all cases. There has been unnecessary delay in notifying external agencies which inhibits timely decision making by them.

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*.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance *raising concerns and making complaints about Ofsted*, which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2015