

Children's homes inspection – Full

Inspection date	18/07/2016
Unique reference number	SC396813
Type of inspection	Full
Provision subtype	Residential special school
Registered provider	Chailey Heritage Foundation
Responsible individual	Denise Banks
Registered manager	Post vacant
Inspector	Emeline Evans and Keith Riley

Inspection date	18/07/2016
Previous inspection judgement	Improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Requires improvement

SC396813

Summary of findings

The children's home provision is good because:

- Young people enjoy care from staff who are dedicated to providing them with positive, life-enhancing experiences.
- Young people benefit from close attention to their health needs. They have access to specialist professionals who meet their complex health needs. The support that young people receive in this area positively impacts on the quality of their life experiences.
- Young people are able to access a range of social opportunities outside and inside of the houses, which for some young people would not have been otherwise possible.
- Young people are supported by a staff team that is familiar with their needs and vulnerabilities. As a result, safety is central to all aspects of care planning, shift planning and staffing arrangements.
- The management team constantly looks at ways to achieve further development and it reflects on current practice regularly. Internal monitoring systems have been revised to really scrutinise the team's processes.
- Young people are safe and happy in the homes. Staff understand the unique needs of each young person they care for. This ensures that young people with severe communication difficulties have a say.

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>5 Engaging with the wider system to ensure children's needs are met standard</p> <p>In order to meet the engaging with the wider system to ensure children's needs are met standard, the registered person must ensure that:</p> <p>(c) if the registered person considers, or staff consider, a placing authority's performance to be inadequate in relation to their role, staff challenge the placing authority.</p>	16/08/2016
<p>The registered person must notify HMCI and each other relevant person without delay if there is an incident requiring police involvement in relation to a child, which the registered person considers serious, and a child protection enquiry involving a child concludes. (Regulation 40(4)(b)(d)(ii))</p>	16/08/2016
<p>The registered person must revise the policy for the protection of children to include all the matters within the regulation; and, in addition, detailed information in relation to procedures to take when there are concerns of radicalisation and extremism. (Regulation 34(2)(b)(c)(e)(f))</p>	16/08/2016

Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Ensure that external agency staff's qualifications and skills are taken into account before they commence work. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.16)
- Provide staff with the information to be able to support children to ensure that they are kept safe. This specifically relates to having detailed personal evacuation plans in place for children. ('Guide to the children's homes regulations including the quality standards', page 43, paragraph 9.10)

- Ensure that there is clear oversight of records by the management team and that records and policies are kept up to date. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3)
- Ensure that all young people are prepared during transitions between houses and when accessing short breaks and that review of these arrangements takes place regularly to ensure that they remain suitable. ('Guide to the children's homes regulations including the quality standards', page 17, paragraph 3.27)

Full report

Information about this children's home

This setting is owned by a charity and is registered to accommodate 50 children and young people with physical disabilities, complex health needs and learning disabilities. On site is a non-maintained special school catering for children and young people aged three to 19 years. Adults receive residential care in care quality commission registered homes on the same site. A team of nurses, therapists and specialists, funded by the primary care trust, is also based on site and provides medical support.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/01/2016	Interim	Improved effectiveness
15/07/2015	Full	Requires improvement
28/01/2015	Interim	Sustained effectiveness
09/07/2014	Full	Good

Inspection judgements

	Judgement grade
<p>The overall experiences and progress of children and young people living in the home are</p>	<p>Good</p>
<p>Young people enjoy care from staff who are dedicated to providing them with positive, life-enhancing experiences. Young people show warmth and affection towards the staff who support them. There is a very relaxed atmosphere across all the houses. Young people were seen to have fun with staff, and lots of laughter was heard. Staff use appropriate humour with young people, which they respond to well. Young people have consistency in the relationships that they have with staff; staff know young people well. Comments from parents were varied, but the majority were positive, for example, 'Staff have genuine love for the children and care is excellent.' Although the vast majority of young people do not communicate verbally, their abilities to contribute to decisions in the house are not undermined. For example, activities both on a daily basis and during holiday time take into account young people's wishes and views. Communication systems are used to help young people make choices. Staff are proactive in responding to young people's gestures and expressions, particularly when young people are feeling emotional. Further work is being completed in levels of participation in young people's meetings to enable young people to have a full choice in all areas of how the homes are run. There are trials being undertaken in which pictures are drawn by staff during the meeting to enable young people to understand and reflect on what is being discussed. Due to the relationships that young people have formed, staff are able to advocate on their behalf if the need arises.</p> <p>The majority of young people attend the school on site. There is good communication with the teaching staff, which ensures consistency in meeting care needs, and important information in relation to health matters is always handed over. There is an integrated approach with some teaching assistants working in the residential houses to ensure consistency in young people's individual programmes.</p> <p>Young people benefit from close attention to their health needs. They have access to specialist professionals who meet their complex health needs. The support that young people receive in this area positively impacts on the quality of their life experiences. All medication and feeding procedures are monitored, and any errors have been addressed and appropriate action taken. There are approximately 330 doses of medication each day across the three residential homes, and there is a low error rate of less than 0.05%. In the last quarterly report, there was an error rate of 0.055%. Errors with feeding procedures are also scrutinised with an error rate of 0.06%. This is indicative of effective systems to manage complex medication and feeding regimes. Managers continue to seek to completely eradicate any errors, and the nursing team has weekly meetings to look at trends</p>	

and patterns and to make changes in practice as necessary.

Young people are able to access a range of social opportunities outside and inside of the houses, which for some young people would not have been otherwise possible. For example, one young person attends activity weekends with the scouts, and there are weeks away on activity weekends as a house. Having complex health needs does not prevent these young people from enjoying an extensive range of activities, and staff are proactive in seeking out new opportunities for young people to do things that they enjoy. There is good community involvement to give young people a sense of belonging and positive community presence.

From young people's starting points, good progress has been seen, taking into account young people's varied and highly complex health needs. Young people have progressed with their communication, understanding of routines and peer and social interaction. They are happy and feel safe and secure within the environment. One young person no longer wears his helmet and his self-injurious behaviours are now much improved. This is a result of staff being consistent in their approach and therefore reducing this behaviour. 'My next steps' documents identify targets for the young people, and staff report on progress. This recording enables regular review to ensure that targets are still appropriate and achievable.

During transitions into the service, there is effective liaison with parents and professionals to ensure that all health and additional support needs can be met. However, the decision-making when young people transition between houses and come on a short breaks is not well documented, to enable effective review for arrangements such as planning the sharing of bedrooms.

There are lots of opportunities for young people to have contact with their families: they have access to Skype and have regular telephone conversations. There is residential accommodation on site to enable parents and carers to stay if they do not live locally. This enables them to remain involved and to have an input into their children's care. Parents spoke positively about these arrangements.

	Judgement grade
How well children and young people are helped and protected	Good
<p>Young people are supported by a staff team that is familiar with their needs and vulnerabilities. As a result, safety is central to all aspects of care planning, shift planning and staffing arrangements. The safeguarding team works closely and effectively with the local child protection service. Staff spoken to were confident about processes to follow, such as whistleblowing, should they be concerned for a</p>	

young person's safety. Records of any safeguarding concerns are now kept online and reported to the necessary people, both in the organisation and externally. This online system now pulls all necessary information together to enable a clear oversight.

Risk assessments and protocols clearly state the risks associated with each young person and strategies for managing these, which may include high supervision levels at times. This information is used across shifts with any new information being discussed at handovers and incorporated into shift planning. Training in relation to safeguarding is now regularly refreshed, and staff who have not completed the necessary training are not able to undertake direct work with the young people. The safeguarding protocol currently in operation does not give clear direction to staff, although on discussion staff demonstrated a good understanding of the processes. In addition, the policy requires updating to reflect the regulations and include more detailed information and procedure in reporting concerns in relation to radicalisation and extremism. Staff responsible for safeguarding have a strong understanding and knowledge.

Staff are very aware of the specific vulnerabilities of each young person, and adequate staffing ensures that young people are suitably protected from harm at all times. Safe working practices are central to how the home operates; specifically, staff are trained in procedures relating to the individual health needs of young people. This includes procedures for gastro feeding and emergency medication for young people at risk of having seizures. Staff are clear on the importance of contacting the medical team on site when necessary.

At times, young people's liberty is restricted so that they can be independent in a safe and contained environment. This is documented in care plans, and there is liaison with the therapy team, which is implementing a change to the home's culture, moving away from the use of high-sided cots. Staff are changing the environment to make it safe rather than restricting. This is an ongoing process, with assessment starting at the referral stage, and involves working with parents to agree plans.

Young people who live in the home or access the service are not currently assessed as displaying high risk in the areas of self-harm, missing or child sexual exploitation. Staff are aware of the policies and have received training to enable them to act on concerns. Likewise, there is no need for the use of any physical intervention in the management of behaviours. Staff were seen to know each young person well and are able to identify and respond to behaviours that are associated with their health needs or perhaps arising if a young person is in pain or upset.

There is a good procedure for selecting and recruiting staff, and all the necessary people involved in the recruitment process have undergone training in safer recruitment. This further strengthens the process to ensure that checks are thorough. During the inspection, agency profiles did not consistently contain detailed information in relation to recruitment checks. The home took action during

the course of the inspection to ensure that this was completed. The physical environment is safe and well maintained. There are long-term plans in place to ensure that all the houses are maintained to a good standard. Regular servicing is undertaken to ensure compliance. Personal emergency evacuation plans are in place, but they lack clarity with reference to night-time evacuations. They do not currently give staff detailed information on what to do in the event of an emergency.

	Judgement grade
The impact and effectiveness of leaders and managers	Requires improvement
<p>A permanent manager was employed at the beginning of this year and is in the process of completing his registration with Ofsted. He has the necessary management qualification and experience to lead the staff team, and this has already begun to have an impact across the homes. Staff feel that they can approach management and describe the houses as 'moving forward'. Young people's needs are, and have been, prioritised during this time. The delay in his registration with Ofsted has not been the fault of the applicant. The managers and staff team are committed and focused on improving the quality of care in the homes and continue to identify and revise practices and processes to achieve this. The management team understands the strengths of the service and knows which areas will benefit from development. There are comprehensive action plans and development plans being implemented, which focus on increasing experiences for young people.</p> <p>There is a recruitment and retention drive in operation. This has begun to reduce the number of vacancies across the homes. The management team has recognised that due to the location of the home it is difficult to recruit new staff and they are looking at how to overcome this. On discussion, it was found that agency staff complement the staff skills. However, their skills and qualifications have not been evaluated prior to offering shifts. In particular, training with regard to safeguarding children has not been explored, nor whether the agency staff are completing or going to complete the necessary level 3 qualification.</p> <p>Staff are enthusiastic and very committed to the young people in their care. They have formed good relationships with young people and speak positively about them. The home has implemented an ongoing staff development and training programme. Staff were complimentary about the range of training offered. All permanent staff have either undertaken the level 3 qualification or are due to be enrolled within the required timescales. This ensures that all staff have the appropriate qualification and skills to undertake their roles. Prior to working on shift, staff complete a comprehensive induction process, which enables them to be</p>	

prepared for their roles and includes shadow shifts, which also ensure that they are confident.

The management team constantly look at ways to further development and it reflects on current practice regularly. Internal monitoring systems have been revised to enable processes to be scrutinised. The manager has recently taken action with regard to external visits, as he felt that they were not providing appropriate challenge. The manager is constantly looking at ways to improve. The management team began to challenge a placing authority with regard to a referral to specialist professionals. However, this challenge was not followed through, and was not then escalated when the response was felt to be unsatisfactory. In addition, some policies and documents that require updating to reflect current regulations and legislation had not been identified by managers.

The home has received some complaints since the last inspection. These have been fully investigated and the home has been proactive in working with those involved to resolve any further issues or concerns.

Young people benefit from effective working relationships between staff, parents and professionals from a range of other agencies. These include health professionals, the designated officer and social workers. For example, there is information shared with the designated officer about medication errors and they regularly feed back any action taken as a result.

A significant incident involving a young person being admitted to hospital for a length of time was not notified to Ofsted, and updates following allegations have not been shared. This indicates some lack of transparency and of working together to ensure best practice.

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 children looked after 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 that 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 that 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 whom 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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