

Children's homes – Interim inspection

Inspection date	01/03/2017
Unique reference number	SC396813
Type of inspection	Interim
Provision subtype	Residential special school
Registered provider	Chailey Heritage Foundation
Responsible individual	Denise Banks
Registered manager	Andrew Lewis
Inspector	Emeline Evans/Amanda Maxwell

Inspection date	01/03/2017
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection	
<p>This home was judged good at the full inspection. At this interim inspection Ofsted judges that it has sustained effectiveness.</p> <p>Although it is evident that the overall judgement of good remains for the experiences and progress of young people, weaknesses remain in the impact and effectiveness of leaders and managers in the children's home, which were previously judged as 'requires improvement'. The manager has been registered with Ofsted since the last inspection. There has been a focus by the management team on identifying areas for improving practice in the children's home. Records and policies have been updated to reflect any changes in legislation, and there are detailed development plans in operation. Staff morale is, however, mixed across the three houses. It has been reported that there has been a lack of senior staff visibility, which has resulted in staff feeling undervalued and not listened to. This has not been fully explored by the senior leadership team, and as a result managers have been unable to fully explore practice and fully deliver their leadership and management responsibilities.</p> <p>Staff work very closely with parents and professionals to assess young people's needs prior to them coming to the home. This has been managed remarkably well by staff. In one complex transition, staff supported a young person within the family home for a number of days to ensure that they understood the care plan fully. This also eased anxieties for both the young person and parents. Young people visit the home prior to moving in, and each transition is individualised. Documentation has been reviewed and clearly details assessments made prior to admission, and when young people share bedrooms or move between houses. This practice enables staff to be clearly informed of the support that each young person requires, and the impact of the transitions. In recent months the needs of the young people have changed in one of the houses. This house has had an influx of young people with very complex physical and health care needs, which has had an impact. Due to the level of support required, staff have, at times, felt overwhelmed and understaffed. Senior staff are aware of the shortage of staff in this particular house, and are actively recruiting to positions. They are beginning to work with the staff team to address the current difficulties and pressures, and move things forward.</p> <p>Staff are genuinely enthusiastic about the care of young people, and there is a</p>	

demonstrable commitment to providing a good service. Observations of interaction between young people and staff were seen to be very positive. Young people appeared relaxed and happy in the presence of staff and each other. Young people have made 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.

Since the last inspection the managers have considered the requirements made with a specific focus on safeguarding awareness. Senior managers and trustees now have an oversight, and ensure that all matters are actioned. This has resulted in a strategic overview and awareness of key issues. When managers feel that a placing authority's response is not adequate, they now challenge and escalate their concerns. The safeguarding policy has been updated following the last inspection. However, it remains confusing and contradicts itself. The protocol implies that internal investigation should take place prior to any referral to outside agencies. In addition, there is no information or reference to bruising protocols as the majority of young people are non-mobile. The policy does not give clear enough guidance for staff.

Young people's daily files contain a huge range of information, and a new record is being trialled to ensure that recording and information relating to young people on a daily basis is easier to locate. However, when marks or bruising on a young person are recorded, detail within body maps and recording sheets is very limited, and information did not demonstrate full exploration or explanation for the bruising, or who was informed.

Staff undertake a range of essential training that contributes to their ability to meet young people's complex needs. Young people benefit from effective working relationships between staff, parents and professionals from a range of services, both on site and externally. These relationships ensure that there is a holistic approach to meeting the specific needs of young people. A number of staff have now been enrolled to complete the necessary level 3 qualification. However, not all staff have achieved this within the required timescale. Before agency staff commence working in the home, profiles are now completed with a checklist to ensure that they have completed the necessary training. Management have also ascertained if the workers have or are completing the necessary level 3 qualification.

Medication and feeding procedures continue to be closely monitored, and any errors have been addressed and appropriate action taken. There were 10,500 doses of medication given in February, with an error rate of 0.02%. This is pleasingly low. There are effective systems in place to manage complex medication and also feeding regimes. Managers and the nursing team have weekly meetings to look at trends and patterns, and to make any changes in practice.

Staff use positive reinforcement and encouragement to support behaviour management. The use of pictorial methods of communication and staff awareness

of young people's individual support needs ensure that young people understand the messages that are being delivered. It is reported that the children's homes do not use physical intervention or sanctions. A new admission requires the use of a high-sided enclosed bed. Although the home has considered this restriction of liberty on referral, the reason for the use of the high-sided bed is not recorded within care planning and risk assessment. This means that effective review to appraise if it is still required does not routinely follow.

Notification of significant incidents to Ofsted has improved, with communication taking place between the organisation and Ofsted since the last inspection regarding when notification should take place. This needs to continue to be embedded in practice and consistently applied. There had been one oversight, with information not shared with Ofsted, due to confusion over who had issued the notification. However, other relevant professionals were informed.

Information about this children's home

This setting is owned by a charity and is registered to accommodate 27 children and young people who have 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
18/07/2016	Full	Good
28/01/2016	Interim	Improved effectiveness
15/07/2015	Full	Requires improvement
28/01/2015	Interim	Sustained effectiveness

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 within the given timescales.

Requirement	Due date
The registered person must revise the policy for the protection of children to include all the matters within the regulation (Regulation 34(2)(a)(b)(c)(d)); and, in addition, detailed information in relation to procedures to take when bruising is noted.	07/04/2017
Ensure that an individual who works in the children's home in a care role attains or holds the required care role qualification by the relevant date. (Regulation 32(4)(a))	30/06/2017

Recommendations

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

- Ensure that staff are familiar with the home's policies on record keeping and understand the importance of careful, objective and clear recording; in particular, within body maps. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)
- Ensure that the healthcare arrangements for children are appropriate. Specifically, to assess risks and regularly review the use of therapeutic beds with input from the necessary professionals. ('Guide to the children's homes regulations including the quality standards', page 33, paragraph 7.4)
- Ensure that those with a management role are visible to staff and are able to deliver their management responsibilities. ('Guide to the children's homes regulations including the quality standards', page 52, paragraph 10.7)
- Ensure that the notification of serious events is consistently applied. ('Guide to the children's homes regulations including the quality standards', page 63, paragraph 14.13)

What the inspection judgements mean

At the interim inspection 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

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 who it is trying to help, protect and look after.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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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