

## Children's homes – Interim inspection

<b>Inspection date</b>	<b>27/03/2017</b>
<b>Unique reference number</b>	<b>SC431804</b>
<b>Type of inspection</b>	<b>Interim</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>SWAAY Child and Adolescent Services Limited</b>
<b>Registered provider address</b>	<b>591 London Road, Sutton, Surrey SM3 9AG</b>

<b>Responsible individual</b>	<b>Gerard Berry</b>
<b>Registered manager</b>	<b>Dennis Visser</b>
<b>Inspector</b>	<b>Suzy Lemmy</b>

<b>Inspection date</b>	<b>27/03/2017</b>
<b>Previous inspection judgement</b>	<b>Good</b>
<b>Enforcement action since last inspection</b>	<b>None</b>
<b>This inspection</b>	
<p><b>The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection</b></p> <p>This home was judged <b>good</b> at the full inspection. At this interim inspection, Ofsted judges that it has <b>sustained effectiveness</b>.</p> <p>Staff provide a stable, secure environment for young people who have highly complex needs. Committed staff have a thorough understanding of each young person's support needs. Young people make good progress, motivated by an effective reward system. Staff's positive behaviour approach creates an ethos of respecting staff, each other and the environment.</p> <p>The registered manager ensures that young people moving into the home are compatible with those who are already living there. A thorough impact risk assessment ensures that staff have the knowledge to manage young people's specific needs, and have identified where these might affect those young people already placed. Staff prepared the young people well for a new young person moving into the home. Therefore, the young people made him feel welcome during tea visits and an initial overnight stay. Following the visit, young people were consulted before a final decision was made. This has helped the young people to feel positive about his admission.</p> <p>Young people who have left the home have moved to placements that are more appropriate. One young person moved to a smaller home within the organisation. A familiar staff member transferred with him to help him to settle in. As a result of this, the move was successful.</p> <p>Good attachments are formed between staff and young people. Young people are supported to follow the routines and rules of the home. Daily meetings are opportunities for young people to reflect on their day and plan their evening activities. This helps them to make a positive transition from the school day to the home environment.</p> <p>Staff value young people's emotional and therapeutic well-being. All young people are engaged in therapy. The therapeutic ethos of the home complements the external counselling services provided, and enhances the young people's ability to make sense of their emotions.</p> <p>Staff receive training in restorative justice to address challenging behaviour. They</p>	

encourage young people to recognise the impact that their actions have on others, and to learn socially acceptable behaviours. Young people learn to regulate their behaviour and take responsibility for their responses. Staff do not use physical interventions.

Sanctions are rare and when used are appropriate. However, they are not consistently recorded. Therefore the registered manager is not able to evaluate whether the measure is proportionate or effective.

All of the young people attend the organisation's school. The registered manager works closely with education staff to support the young people and to advocate on their behalf. The staff support young people at the school if they are struggling to manage their behaviour.

Staff ensure that young people see their parents and relatives, and support safe contact within the home and the community. However, contact arrangements are not in line with the children's guide and statement of purpose.

Care plans and risk assessments are in place to inform staff practice. A summary of young people's information acts as a quick guide for staff. This document is up to date and reflects any changes in circumstances. Staff have not reviewed behaviour management plans, and one young person's working document (current issues document) is not clear regarding the expectations around supervised time in the community. The registered manager's monitoring processes failed to identify these shortfalls.

Young people are very positive about the staff and the home. One young person said, 'I am happy here, there is nothing I want to change.' Staff complete life story work with the young people to celebrate their time at the home and to reflect on their achievements.

Staff offer a range of activities within the community, for example go-karting, visiting the zoo, playing football matches. Young people are able to earn leisure points through their good behaviour and by completing chores. One young person successfully earned the opportunity to have a driving experience.

A real strength is the young people's strong voice within the home. House meetings are effective in giving a forum to discuss relationships within the home as well as any other issues identified. All young people report that the staff listen to them and act on their views where possible.

Staff have received safeguarding training, including issues around child sexual exploitation. Staff are aware of policies and procedures to protect young people. The registered manager works closely with the local authority and professionals, such as the police and youth offending service. He attends strategy meetings to ensure that safety measures are in place and that staff have the knowledge to safeguard young people. The registered manager deals with any concerns relating

to staff, and shares lessons learned with staff members in supervision.

Managers and staff receive regular and effective supervision, which allows time for reflection. A member of staff said, 'Supervision focuses on building up a positive team spirit and discussion of the young people's care needs.' Staff are encouraged to gain the necessary skills and confidence to gain promotion. The registered manager regularly reviews staff's skills and competence. Team meetings focus on young people's progress and sharing information. The registered manager highlights any actions to ensure that staff address these prior to the next meeting.

Requirements and recommendations from the last inspection have been met. The registered manager has a good understanding of the strengths of the home and areas in need of improvement. He is committed to developing the service to provide positive experiences and outcomes for the young people.

## Information about this children's home

The home is owned and operated by a private organisation that specialises in the assessment and treatment of young men who have experienced some form of abuse, and who have subsequently been involved in perpetrating abusive behaviour themselves.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
25/08/2016	Full	Good
18/03/2016	Interim	Sustained effectiveness
22/12/2015	Full	Good
11/03/2015	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 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 must comply within the given timescales.

Requirement	Due date
<p>In order to meet the leadership and management standard, the registered person must:</p> <p>(2)(h) use monitoring and reviewing systems to make continuous improvements in the quality of care provided in the home.</p>	31/05/2017

### Recommendations

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

- The children's guide should help the children to understand what the day-to-day routines of the home are, and what the statement of purpose of the home is (the care they can expect to receive while living there) in respect of contact with their family. ('Guide to the children's homes regulations, including the quality standards', page 24, paragraph 4.22)

## **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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