

SC396813

Registered provider: Chailey Heritage Foundation

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This setting is owned by a charity and is registered to accommodate up to 27 children who have profound physical disabilities, Sensory Impairments and Complex Medical needs including some with 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, provided by Sussex Community Foundation Trust is also based on site and provides medical support.

The manager was registered with Ofsted on 19 October 2016.

Inspection dates: 30 to 31 October 2018

Overall experiences and progress of children and young people, taking into account **good**

How well children and young people are helped and protected **good**

The effectiveness of leaders and managers **good**

The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care.

Date of last inspection: 1 November 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/11/2017	Full	Good
01/03/2017	Interim	Sustained effectiveness
18/07/2016	Full	Good
28/01/2016	Interim	Improved effectiveness

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

Statutory requirements

This section sets out the actions that the registered person(s) must take to meet 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
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>take effective action whenever there is a serious concern about a child’s welfare; and</p> <p>are familiar with, and act in accordance with, the home’s child protection policies. (Regulation 12 (1)(2)(vi)(vii))</p>	18/01/2019
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>(a) helps children aspire to fulfil their potential; and (b) promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13 (1)(a)(b)(2)(c))</p>	18/01/2019
<p>The registered person must complete a review of the quality of care provided for children (“a quality of care review”) at least once every 6 months.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—</p> <p>the quality of care provided for children.</p>	18/01/2019

(Regulation 45 (1)(2)(a))	
<p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development;</p> <p>receive practice-related supervision by a person with appropriate experience; and</p> <p>have their performance and fitness to perform their roles appraised at least once every year.</p> <p>(Regulation 33 (4)(a)(b))</p>	18/01/2019

Inspection judgements

Overall experiences and progress of children and young people: good

Children experience high-quality, consistent care from, and nurturing relationships with, staff who know and understand them well. Staff are highly attuned to the individual needs of children. This provides children with safety and security, which supports them to develop and achieve.

Staff have a wide-ranging knowledge of models of communication. This ensures that children are equipped with whatever communication approach is needed to help them to express their wishes, likes and dislikes. Staff are proactive in encouraging children to make simple choices throughout the day, such as preferred clothing, snacks, drinks and activities. This helps develop children's confidence and self-esteem.

Staff promote and respect the evolving capacities of children to take increasing responsibility for decision-making in their own lives. Children's views and ideas are sought through a variety of approaches, such as weekly children's meetings. The organisation uses an independent advocate who further supports children's ability to participate and express their views. This focus on meaningful participation creates a culture in which children feel valued and listened to.

Children can access a wide range of activities on site and in the local community. Themed activities are planned throughout the year, with flexibility for children to access them at their own level and pace. Staff use innovative and creative ways to match each child's interests and there are many examples of children achieving new things. For example, a group of children recently went on holiday to Center Parcs. Another child was supported to attend a BBC prom night. Many of the children attend the on-site scout group. Staff have high aspirations for the children and help them to believe that they can achieve. For some children, these are small steps, but they represent substantial progress which enhances their life experiences, enjoyment and well-being.

How well children and young people are helped and protected: good

Leaders and managers have made real improvements in strengthening safeguarding policy and practice, specifically in relation to disabled children. Guidance for staff has been well thought out and developed using latest research. Keeping children safe is an important part of the culture and ethos of the homes. However, two recent examples of staff not recognising and reporting concerns in a timely way has highlighted some gaps in some staff's knowledge. This resulted in a poor experience for one child being repeated when it should have been avoided.

Staff spoken with during the inspection demonstrated a good understanding of safeguarding, including whistleblowing. Notifications to Ofsted demonstrate that leaders and managers have a robust approach when addressing any concerns. All complaints about the service are taken seriously and fully investigated by an independent person. The local authority designated officer describes managers as being open and transparent.

Children are supported to take age-appropriate risks, which gives them opportunities they would not normally have. Comprehensive risk assessments support these activities and guide the staff's practice. Children spoken with, by an independent advocate using a range of communication methods, said that they feel safe.

Staff have a good understanding of positive behaviour support. Children's plans are personalised to meet their individual needs. These plans are effectively reviewed following any changes in behaviour or circumstances, and the staff have put a lot of thought into finding out what the children like to do and what helps calm them if they become anxious or upset. This has had a positive impact on children's day-to-day experiences and overall quality of life.

Leaders and managers have a proactive approach to health and safety issues. They have recognised the need to strengthen strategic oversight across the whole organisation. The recent transformation of an overarching health and safety committee, with clear terms of reference and appropriate representation, is enabling more oversight and learning from incidents.

The effectiveness of leaders and managers: good

All managers in the children's homes have qualifications that exceed the required standards. This includes the registered manager. Working closely together, they ensure that the quality of care given to children is of a high standard. A strong leadership team oversees the integrated approach to education, health and social care that helps the children to reach their full potential and develop essential life skills.

Senior managers with clearly defined roles and responsibilities enable the registered

manager to fulfil the requirements of his role. These managers have good knowledge and oversight of their particular area. For example, a senior human resources advisor takes the lead in the selection, recruitment and retention of staff and is supporting the registered manager to actively recruit to staff vacancies and monitor patterns and trends in relation to staff turnover.

Staff are highly skilled and trained specifically to meet the individual and complex needs of the children. Senior managers work closely with the training department to identify and plan courses to ensure that the staff are kept up to date. For example, all permanent staff are either undertaking or hold the relevant level 3 qualification. However, there is limited evidence to convincingly demonstrate that all agency staff possess the relevant skills and/or qualifications or receive formal supervision.

Leaders and managers monitor the quality of care provided for the children across the organisation using a range of systems. This provides an extra layer of oversight and scrutiny. However, the action plans for the children's homes are disjointed and lack analysis and evaluation. This is a missed opportunity to link up information gathered internally and externally from the independent visitor reports.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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.

Using the 'Social care common inspection framework', this inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

Children's home details

Unique reference number: SC396813

Provision sub-type: Residential special school

Registered provider: Chailey Heritage Foundation

Responsible individual: Denise Banks

Registered manager: Andrew Lewis

Inspectors:

Amanda Harvey, social care inspector
Andy Whippey, Her Majesty's inspector
Emeline Evans, social care inspector
Anne-Marie Davies, social care inspector

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, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding 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 1231, 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 <http://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 <http://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: <http://www.gov.uk/ofsted>

© Crown copyright 2018