

# SC431807

**SWAAY Child and Adolescent Services Limited**

Monitoring visit

Inspected under the social care common inspection framework

## **Information about this children's home**

The home provides accommodation and specialist care for adolescent males with histories of trauma, disrupted attachments and harmful sexual behaviour. It is registered to provide care and accommodation for up to four children. The organisation has its own separately registered school and therapeutic team.

The manager has been registered with Ofsted since July 2018.

**Inspection date:** 1 March 2021

## **This monitoring visit**

This visit took place due to the length of time since the previous inspection and information received by Ofsted relating to the condition of the property. The home was last visited on 15 May 2019, when a full inspection was carried out.

This visit was undertaken over two days. Day 1 was undertaken remotely by one inspector, in line with COVID-19 (coronavirus) risk management strategies. Day 2 was undertaken on site by two inspectors, due to serious concerns that had been identified during day 1. During this visit, the inspectors spoke with staff, two children and two social workers.

This visit was compromised by the resistance of the registered manager and the organisation's head of care to supply the inspectors with requested information. Consequently, the inspectors were unable to determine if the children were being suitably and safely cared for.

The inspectors attempted to case track one particular child from the four children currently living in the home. This was due to Ofsted's recent receipt of notifications from the provider, which detailed serious safeguarding incidents in respect of this child. Despite the registered manager's refusal to supply requested documents, the inspectors found the following serious gaps and omissions:

- the staff team's failure to adequately supervise this child has provided opportunities for the child to engage in dangerous and criminal behaviours
- in spite of the three recent serious safeguarding incidents, this child's care plan has not been updated. The last update of the care plan preceded these incidents
- the child's risk assessments and risk management plans do not provide staff with clear strategies on what they should do to keep the child safe
- despite an attempt by the child to self-harm through the use of ligatures, the child's bedroom was observed to have a number of potential ligature points. Inspectors were not provided with evidence that showed that sufficient action has been taken to reduce these risks
- inspectors were not provided with evidence to demonstrate that the required 15-minute observations by staff were taking place to monitor this child
- investigations into serious or safeguarding incidents have not always been undertaken or investigated to an acceptable standard
- the provider's strategies have not been effective in supporting this child to address their behaviours.

From the evidence seen, the inspectors were not convinced that the provider's risk management guidance is either well informed or implemented in practice to minimise the risks and protect this child from harm.

Leaders and managers have failed to oversee and manage the home effectively to ensure that it operates in line with its statement of purpose. From the limited evidence shared by the registered manager and the head of care, the inspectors determined that:

- leaders and managers have failed to ensure that the physical environment is maintained to an acceptable standard. The home is unkempt and is not cleaned adequately by staff. Kitchen equipment is unhygienic. The utility room has clear signs of mould and limescale on the walls. One child's bedroom is unhygienic and is furnished with broken furniture, including the child's bed
- the registered manager has failed to support one child to develop their independence according to the home's set procedures. This has left the child feeling undervalued with regards to the effort he has made to meet the requirements of his placement in the home.

Leaders and managers have not taken effective and timely steps to address the requirements set at the previous full inspection. They have not been effective in prioritising, challenging and making improvements to the home. The registered manager has failed to identify and address weaknesses in practice and demonstrate her capacity to keep children safe.

Ofsted has serious concerns about the provider's reluctance to share information with the regulator. Ofsted has issued a compliance notice in respect of the immediate safeguarding concerns for one child. Ofsted will consider its next steps in relation to concerns about the provider's wider practice and unwillingness to work with the regulator.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/05/2019	Full	Good
19/12/2018	Interim	Improved effectiveness
06/06/2018	Full	Requires improvement to be good
26/03/2018	Interim	Declined in 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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff—</p> <p>protect and promote each child's welfare;</p> <p>help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;</p> <p>make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice;</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>meet the needs of each child. (Regulation 6 (1)(a)(b) (2)(b)(ii)(vi)(ix)(c)(i))</p> <p>This particularly refers to ensuring that children are appropriately supported towards independence, and that the premises are designed and furnished so as to meet the needs of each child.</p>	28 March 2021

<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>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(f))</p> <p>This relates to the use of monitoring systems to review and improve the quality of care, and that effective support and challenge is provided through team and management meetings.</p>	<p>28 March 2021</p>
<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>help each child to understand how to keep safe;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm. (Regulation 12 (1) (2)(a)(ii)(iii))</p>	<p>28 March 2021</p>
<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>28 March 2021</p>

<p>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;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm;</p> <p>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. (Regulation 12 (1) (2)(a)(i)(v)(vi)(b)(d))</p>	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home. (Regulation 14 (1)(a))</p> <p>In particular, ensure that plans for care are up to date and clear.</p>	28 March 2021

\*These requirements are subject to a compliance notice.

## Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

## **Children's home details**

**Unique reference number:** SC431807

**Provision sub-type:** Children's home

**Registered provider:** SWAAY Child and Adolescent Services Limited

**Registered provider address:** 591 London Road, Sutton, Surrey SM3 9AG

**Responsible individual:** Gerard Berry

**Registered manager:** Stefanie Lambertz

## **Inspectors**

Paul Thomas, Social Care Inspector  
Nicola Bennett, Social Care Inspector

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