

Children's homes inspection – Full

Inspection date	13 June 2016
Unique reference number	SC461363
Type of inspection	Full
Provision subtype	Residential special school
Registered provider	The Roman Catholic Diocese of Arundel and Brighton
Registered provider address	Bishops House, The Upper Drive, Hove, East Sussex BN3 6NB

Responsible individual	Anne Sutton
Registered manager	Alan Day
Inspector	Amanda Maxwell

Inspection date	13 June 2016
Previous inspection judgement	Sustained 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	Requires improvement
The impact and effectiveness of leaders and managers	Good

SC461363

Summary of findings

The children's home provision is good because:

- Young people have made good progress from their initial starting points since arriving at the home.
- Young people are growing in their emotional resilience, developing and learning positive coping strategies while also self-regulating their behaviour, emotions and feelings.
- Young people attend and engage in education. All young people make progress within their individual capabilities. Staff have good relationships with school, promoting consistency of the approach used to support young people.
- Plans address young people's needs holistically, providing staff with practical strategies to meet individual need.
- Staff support young people to develop life, social and personal care skills, promoting independence and opportunities for adulthood.
- Staff support young people to meet their basic healthcare needs with referral to additional healthcare services as required. Staff have developed specific plans to guide staff on how to meet and manage health conditions.
- The in-house therapy services work closely with care services, complementing care plans, goals and targets. Young people have made significant achievements with developing speech, using strategies to express emotion and using relaxation techniques.
- Staff promote a healthy lifestyle and young people are encouraged to take part in physical activities and follow a healthy diet.
- Each young person has a key adult whom they trust and confide in.
- Staff are skilled in the use of alternative communication techniques and strategies, which support young people to express their needs and concerns to staff.
- Skilled staff support young people to manage and self-regulate their behaviour. Staff are trained in the home's preferred approach.
- Staff respond to concerns, complaints and allegations with referral to others when required.
- Young people access a wide variety of activities on-site and off-site, which enables them to try out and experience new situations and activities.
- Staff have made several changes and improvements to the home, specifically how communal spaces are used. This is to ensure that young people have sufficient physical space to socialise with peers.
- Staff employed for longer than two years have all achieved the required qualification.
- Staff receive regular effective supervision and appraisal of their practice.

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
<p>The protection of children standard</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(i) 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, specifically ensure risk assessments consider all risk factors and how to minimise these and safe storage of medicines;</p> <p>(v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>(vii) are familiar with, and act in accordance with, the home's child protection policies;</p> <p>(e) that the effectiveness of the home's child protection policies is monitored regularly.</p> <p>(Regulation 12 (2)(a)(i)(v)(vii)(e))</p>	<p>1 September 2016</p>
<p>Behaviour management policies and records</p> <p>The registered person must ensure that—</p> <p>(a) within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>(ii) details of the child's behaviour leading to the use of the measure;</p> <p>(iv) a description of the measure and its duration;</p> <p>(v) details of any methods used or steps taken to avoid the need to use the measure;</p> <p>(vii) the effectiveness and any consequences of the use of the</p>	<p>1 September 2016</p>

<p>measure; and</p> <p>(c) within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure.</p> <p>(Regulation 35 (a)(ii)(iv)(v)(vii)(c))</p>	
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Recommendations

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

- Children should be supported to express themselves as individuals and should be given an appropriate degree of freedom and choice in relation to day-to-day arrangements for their care, depending on their individual needs and the setting in which they are cared for ('Guide to the children's homes regulations including the quality standards', page 17, paragraph 3.21).
- Children should be provided with appropriate furniture, such as a lockable cabinet or drawers to securely store personal items, including any personal information. Children should have separate bedrooms and should not share a bedroom with an adult. It may be appropriate for siblings of the same sex to share ('Guide to the children's homes regulations including the quality standards', page 16, paragraph 3.18).
- The registered person should actively seek independent scrutiny of the home and make best use of information from independent and internal monitoring to ensure continuous improvement. They should be skilled in anticipating difficulties and reviewing incidents, such as learning from disruptions and placement breakdowns. They are responsible for proactively implementing lessons learned and sustaining good practice ('Guide to the children's homes regulations including the quality standards', page 55, paragraph 10.24).
- As set out in Regulations 31–33, the registered person is responsible for maintaining good employment practice. They must ensure that recruitment, supervision and performance management of staff safeguards children and minimises potential risks to them ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.1).

Full report

Information about this children's home

This service is a residential special school, registered as a children's home to care for up to 40 children. It is owned by a charity, which also have other services within the grounds. The home is registered for children with learning disabilities, including children on the autistic spectrum and with communication and interaction difficulties. The accommodation is provided in seven separate areas over the site.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22 March 2016	Interim	Sustained effectiveness
30 September 2015	Full	Outstanding
25 February 2015	Interim	Improved effectiveness
16 June 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 are making good progress from their initial starting points since arriving at the home. They are developing and learning practical skills, which are supporting them to develop their independence and confidence. Young people are becoming more emotionally resilient and able to self-regulate their emotions and behaviours. Staff support young people to learn self-care skills and develop social skills, which are promoting life opportunities and experiences.</p> <p>Staff support young people and follow detailed care plans, which identify key targets and goals for young people to achieve. These are holistic, incorporating targets identified in education and therapy plans.</p> <p>Staff and young people have good relationships, with each young person having a key adult that they trust and confide in. Staff are knowledgeable and have good insight into the needs and routines of those in their care. Staff have genuine interest in young people and what is important to each of them. The same staff members have cared for young people for a significant period and so there are effective established relationships between them. This is apparent in the interactions between them, and staff are aware of the needs, risk factors and interests pertinent to each young person.</p> <p>Staff use a good variety of communication systems when engaging with young people. Staff present all sources of information in the home in different forms that support all young people and their varying needs. Staff use these methods to gain young people's views and explore concerns with them. Staff work closely with speech and language therapists. A young person who previously did not communicate will now use an iPad to communicate their needs with staff.</p> <p>Staff have presented the young person's guide in pictorial form so that all young people can access it. It details how and what to expect if you live at the home.</p> <p>Young people who are new to the home are welcomed through a planned, considered approach with pre-assessment and identification of risk factors. Plans address need, minimise risk and detail how to support a young person through admission. Staff have plans in place to consider the impact on those already living in the home and to prepare them for admissions.</p> <p>Young people know how to make a complaint and raise their concerns with staff. Staff have displayed whom a young person can speak to if they are concerned or worried. Young people attend house meetings inputting into menus and planning activities in the home. Young people personalise bedrooms and request wall colours. Staff have plans in place to reduce the number of shared bedrooms in the</p>	

home.

All young people attend and engage in education. Plans address needs with regular review as required. Staff attend meetings and reviews of each young person's education plans. Robust daily communication between education and the home occur with staff, providing a consistent approach to behaviour and meeting need. In-house multi-disciplinary meetings provide an effective joint approach and review of plans and targets while informing support plans.

Staff support and encourage all young people to take part in a variety of activities on-site and off-site. They provide good quality activities on-site for young people including swimming, soft play, adventure play, go-carting and using the vast outside areas. Young people prepare and cook basic meals, do laundry and basic household tasks. Staff offer a variety of off-site activities including shopping, visiting places of interest, attending a local youth club and sporting activities. Staff promote a variety of faith-based activities and support each young person with their individual preferences.

Staff support young people to work through situations of conflict and develop friendships and relationships with peers. Staff role model for young people and have displayed 'house rules' and 'how we behave' guidance. When a young person has upset or hurt another, they are encouraged to restore the relationship and apologise.

Health plans are thorough, providing clarity and detail on how to meet need. Staff support young people to meet basic needs and visit local services as required. Staff request referral to specialist healthcare providers when needed. Staff have the knowledge and skills to meet needs identified in plans. Plans inform staff of interventions and actions required if a young person's health deteriorates. Staff are knowledgeable of needs, but plans are located in a variety of locations and not always easily available to staff.

Young people access a variety of therapies including drama, music and equine. Staff promote relaxation methods and strategies to support with self-regulation. Each young person is developing strategies and skills that support them when in crisis. Staff currently offer music therapy to those in transition to assist them in managing their anxiety. Staff work closely together, sharing information and promoting practice and approach with each young person. This is having a positive impact on young people and their ability to manage and self-regulate emotions and behaviours in a variety of settings. Managers have recently developed this service. Staff access a psychiatrist and psychologist who provide advice and guidance to staff.

Staff treat young people with dignity and respect, with staff involving young people in decisions made which affect them. Staff support young people to develop self-care skills, promoting their independence and dignity. Staff encourage young people to have a healthy diet. Staff have good knowledge of young people's likes, dislikes and preferences.

Contact is promoted, facilitated and supported by staff. Young people contact

families as per their plans, having access to telephones and skype if needed. Families also visit the home and staff support by facilitating contact.

	Judgement grade
How well children and young people are helped and protected	Requires improvement
<p>The environment is a safe one with aspects of risk quickly identified and rectified. Young people have a key adult that they trust and confide in. Staff use a variety of communication systems to support young people to express their concerns. Staff have good understanding of young people and their needs, promoting their ability to interpret behaviour, highlighting concerns or issues for individuals.</p> <p>Staff have thorough assessments, which identify risk factors linked to child sexual exploitation. They do not have plans in place to detail how to minimise and reduce these risk factors. Staff have not routinely reviewed these assessments to reflect current risk factors.</p> <p>Staff have recently updated their going missing policy and procedure, with plans in place for staff to follow if required. There have been no episodes of going missing at the home since the last inspection. Staff do have basic plans in place for young people with a known high risk of going missing or absconding. Other young people do not have plans in place for staff to follow if required.</p> <p>Staff have risk assessments, which are thorough in highlighting risk, but they do not then fully consider strategies and interventions required to minimise risk factors. Staff do not routinely review and update risk assessments and plans to reflect newly identified risk factors.</p> <p>Staff have reported, referred and investigated safeguarding concerns and allegations. The evidence log, from the start of an incident through to its investigation and completion, is not accurately maintained within the home. This has affected the manager's ability to apply robust oversight and monitoring of incidents. Specifically, key actions detailed have not been monitored to ensure that they have been completed and implemented. One incident was referred to the manager and the home's policy procedure was not followed, and the incident was not referred to others as key decision makers.</p> <p>There have been no complaints made since the last inspection. Staff have policy and procedure in place to follow when required.</p> <p>Young people do not have individual risk assessments considering if they are able to have unsupervised time or move freely around the site. Many doors in the home are secure, with staff having swipe access to different areas in and out of the home. Some young people may be at risk if they did have open access to some areas. Staff do not routinely consider risk and protective factors for each young person. Young people do not routinely have keys and access to all areas within the home. The manager identified during inspection that this area requires review and</p>	

consideration. Managers put plans in place prior to the inspectors' departure to provide keys to young people who had requested them.

Staff have robustly challenged and referred young people to others whom they consider to need deprivation of liberty assessments.

Staff promote positive behaviour with young people. Each young person has a behaviour management plan, which identifies support strategies. Staff use two styles of plan, including a crisis management plan and a behaviour support plan. These are inconsistently applied to young people's care plans. Staff have completed work to monitor behaviour and review interventions applied, but the quality of records still not meeting the required standard. Physical intervention is used in its least restrictive form and for the shortest period. Records demonstrate that staff try to de-escalate incidents to avoid holding young people. However, many records have details missing, including whether young people have been offered a debrief or medical attention if required. The commentary it is not always clear why intervention was required or at what point physical intervention was applied. Staff are trained in the home's preferred behaviour management technique.

Staff previously recorded consequences as incidents and this term they have introduced a new system of recording, which is not yet embedded. Staff avoid applying consequences, on some occasions decisions are made to restrict a young person's access to an off-site activity. These decisions are made on health and safety grounds, considering a young person's behaviour or emotional well-being.

Staff medication procedures and systems are clear, although records not fully completed by staff when young people are absent. Not all medication cupboards are behind locked doors, considering the nature and needs of young people, this requires review. Staff have emergency protocols and procedures to follow when supporting young people with specific medical conditions.

Staff have updated the home's location risk assessment to reflect all risk factors in and around the home with input from sources outside of the home.

Staff complete all required health and safety checks of the site.

The safer recruitment process has robust systems in place, some records viewed lacked evidence that employment gaps were explored and verified.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
A registered manager, day-to-day managers and team leaders effectively manage the home. They are all appropriately qualified and experienced in their roles. It is a large home with a large team of staff that has effective systems in place ensuring communication between all parties is effective.	

The manager has not fully addressed all requirements given at the last inspection. They have implemented many aspects with further work required to improve the quality of behaviour management records. Recommendations set have all been implemented and acted on.

Leaders and managers have improved staffing levels in the home, with retention of staff also improving. There are ongoing recruitment processes in place to address vacancies as they arise.

Staff complete an induction process over a six-month period, which is robust and effective with staff developing and building on knowledge and skills. Staff have supervision every two weeks during induction.

Staff access regular training opportunities including safeguarding, behaviour management, first aid, autism awareness and medication. All staff have completed the required training. Staff access regular team meetings, exploring and developing practice and key issues.

Leaders and managers have surveyed the staff team to gain a view over a period, regarding well-being and happiness at work. They intend to use the outcomes from this to explore how they support the staff team in future.

Staff receive regular effective supervision and appraisal of their practice.

Managers have systems to monitor the service but there is insufficient evidence of what this has identified or actions arising from this. Plans and risk assessments have not been robustly reviewed and monitored to ensure that need is met. The manager has good knowledge and understanding of the needs of young people in his care. He has not ensured that all discussed information is then reflected in plans and risk assessments. Skilled staff meet the needs of the young people in their care, with staff making child-centred decisions.

The home's development plan is near its completion with a new plan required for next term. The statement of purpose was reviewed and it reflects the ethos of the home. Changes have been made to aspects of the home, how it is used and by how many young people. This has improved the use of space and has reduced how many people access a space at any one time.

The independent visitor has visited the home and provided an additional layer of scrutiny, with the manager acting on aspects identified.

The manager has developed effective relationships with others outside of the home. He has challenged and advocated on behalf of those at the home when required. He has developed relationships with those in the local community and through local services. Staff encourage and support young people to attend local events and social activities.

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 looked after children 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 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 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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