

Children's homes inspection - Full

Inspection date	22/07/2015
Unique reference number	SC013828
Type of inspection	Full
Provision subtype	Children's home
Registered person	White Lodge Centre
Registered person address	White Lodge Centre, White Lodge, Holloway Hill, Lyne, Chertsey, Surrey, KT16 0AE

Responsible individual	Ms Lesley Robbins
Registered manager	Miss Sophie Taylor
Inspector	Mrs Emeline Evans

Inspection date	22/07/2015
Previous inspection judgement	N/A
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

SC013828

Summary of findings

The children's home provision is good because:

- Families have consistently positive views about the quality of care and relationships with staff.
- Staff are extremely committed to, and successful at, supporting and encouraging young people to enjoy the social benefits of their short breaks visits and to engage in a range of opportunities for learning new skills.
- Through accessing the service, young people make good progress in areas such as making new friends, improving confidence, participating in community activities and accessing the on-site facilities they may not have at home.
- The home provides individualised admission arrangements. They have a tailor-made transition for young people; this helps to develop their confidence and trust in the staff.
- The management team convey a child-centred approach in the home and this is now evidenced within practice.
- The staff have a great awareness and understanding of individual conditions and disabilities and as a result are able to plan and offer the best experience they can.

Young people are supported and guided in developing a range of practical skills for independent living as well as self-care skills, where appropriate. These range from young people being able to tolerate brushing their teeth through to assisting with the preparation of meals.

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 with the given timescales.

Requirement	Due date
Ensure that the requirements of the Regulatory Reform (Fire Safety) Order 2005 and any regulations are complied with in respect of the home. Specifically ensure there are clear audit trails to evidence compliance. (Regulation 25(2)(b))	31/08/2015
Ensure a written record is made of the use of any measure of control, restraint or discipline, in a volume kept for the purpose of which shall include the matters listed within the regulation. (Regulation 35((3)(a)(b)(c))	31/08/2015
Revise the policy for the protection of children to include all the matters within the regulation. (Regulation 34(2)(b)(c)(e)(f))	31/08/2015
Obtain for all staff, before they start work at the home, all the information set out in Schedule 2. (Regulation 32(3)(d))	31/08/2015

Recommendations

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

- Ensure the healthcare arrangements for children are appropriate. Specifically, risk assess the use of therapeutic beds with input from relevant professionals. (The Guide to the Quality Standards, page 33 paragraph 7.4)

Full report

Information about this children's home

This children's home is registered to provide short-term care for up to six children and young people primarily with physical disabilities and/or learning disabilities. The home is located on a multi-purpose site and operated by a large charitable organisation managed by a Board of Trustees.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
17/01/2015	CH - Interim	sustained effectiveness
07/07/2014	CH - Full	Good
24/03/2014	CH - Interim	Good Progress
15/10/2013	CH - Full	Adequate

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	good
The young people benefit from good supportive relationships with committed members of staff. Comments from parents include: 'staff have a good rapport with the young people;' 'it's brilliant, we love it here, never had any bad experiences;' and 'he loves the staff.' Observations were indicative of the trusting and fulfilling relationships established between the young people and staff. Since accessing the short-break service, young people have grown in their confidence, independence, peer relationships and ability to access a range of activities. Young people's self-esteem is developing because of the child-focused care provided by a staff team who are skilled at understanding the individual ways young people express their needs. It is evident that young people thoroughly enjoy and look forward to their short break. This was echoed by parents and a placing social worker. A young person stated, 'the best thing about coming here is that you make some friends.' The home provides individualised admission arrangements. They have a tailor-made transition, which includes the young person visiting the service to meet staff and joining in with activities before building up to an overnight stay; this helps to develop their confidence and trust in the staff. The thorough transition means that they are prepared emotionally and practically to embark on their planned stay. The service demonstrates a needs-led approach to accommodating young people and it strives to match them to appropriate peer groups, to promote friendships and participate in shared activities. One parent commented, 'he is always with young people of a similar ability which is great.' Young people have a say in the running of the home. They choose all the activities for the holidays. Young people's voices are heard and listened to through whatever form of communication they use. Staff are able to communicate effectively with those young people with communication difficulties and actively seek the views of all young people as part of everyday practice. This practice is empowering young people and giving them confidence. Staff work in partnership with parents and professionals to ensure that a consistent approach is achieved. Effective communication ensures that key messages about young people's care and well-being are properly addressed. One parent explained, 'communication is good and I can contact them at any time.' Parents were highly complimentary about the staff team and the regular open communication that exists to ensure that young people's welfare is at the centre of all practice.	

Young people are cared for in line with their individual 'all about me' plans which are in place from the time they arrive to the time they leave. These plans include individual assessments of need, risks and emergency care. In addition, they include individual communication methods so staff are able to successfully communicate with each young person.

Independence is promoted at different levels such as sitting at the table or making a meal for the group. Personalised care planning and targets identify how young people can be supported to complete tasks themselves and move on to additional more complex tasks as each one is achieved. Encouragement and praise are given at every level of achievement, this enables young people to have the confidence to try new skills and make progress in their personal and social development. The home has an achievement tree to celebrate this success. They are proud of the young people they care for.

The staff team have successfully supported young people to move on to adult care settings. Life story books have been created to prepare young people for moving on. A young person spoken to was keen to 'show this off' and described the numerous happy experiences he has encountered as a result of his stays. This transitional work promotes positive endings for young people who find it a challenge to understand why change needs to happen.

	Judgement grade
How well children and young people are helped and protected	requires improvement
The routines and structure in place for individual young people during their stay support them in feeling comfortable in their surroundings. Staff understand their individual needs and vulnerabilities and do all they can to protect them from any harm. As a result young people's body language shows they are comfortable and happy. Parents are confident that the young people are looked after safely and have confidence in the staff's ability to keep their children safe. Feedback from parents included, 'he is safe and well looked after and I can go home and know I can trust the staff.' Staff know the young people well and can identify if they are unhappy or worried. Parents and professionals report that this is a safe environment for young people. Staff supervision and appropriate security to the building ensures that the risk of young people going missing is minimised, indeed, there have been no such	

incidents. Staff are trained in safe care practices and supported by policies and procedures. Staff have also undergone training in Child Sexual Exploitation (CSE). Although there are no young people who are currently deemed at risk of CSE, staff training covers how to recognise and respond to any suspicions or concerns should they arise. Safeguarding policies require additional information including actions to take following allegations against another child and the measures to protect young people following an allegation of abuse. In addition, they do not detail the referral of allegations to the placing authority if this is different to the local authority. Although staff are aware that child protection concerns are to be made to the organisations designated child protection officer, they do not know the referral process to the local social work office. This could lead to unnecessary delay.

There have been no instances of bullying reported since the last inspection. This is due to the planning and attention given to ensuring appropriate peer groups are in place for young people's visits. Young people are encouraged to treat each other with respect through appropriate role modelling and re-enforcement of boundaries. This has created a relaxed atmosphere.

High staff ratios ensure any challenging behaviour is managed in a positive and successful manner. This has resulted in no physical interventions being used since the last interim inspection. Staff use positive reinforcement and encouragement to support behaviour management. The use of pictorial methods of communication ensure young people understand messages being delivered. On observation, two bedrooms have therapeutic high sided cot beds where young people are enclosed. This is to prevent young people leaving due to risks that may result in injury to that young person. This is not currently being considered as a restraint (although it is) and therefore not recorded or reviewed to see if this still required. Care planning and risk assessment documents require review to ensure they highlight the reasons why certain measures are used and who has agreed to these.

There is careful selection of staff working with young people in the home. However, on two permanent staff members file, gaps of employment were identified. The manager was unable to confirm if this had been explored at the time of employment. The registered person therefore could not demonstrate that they consistently follow good recruitment practice.

Generally, there are sound health and safety systems in place to minimise unnecessary risks to the young people, staff and visitors. Regular fire alarm tests and drills take place. However, there are no audit trails to demonstrate compliance with the actions required at the last fire officer's visit. Through observation it was clear some have been rectified however the home was unable to supply evidence that all have been addressed and therefore if they have taken adequate precautions against the risk of fire.

	Judgement grade
The impact and effectiveness of leaders and managers	good
Since the last inspection, the manager has been successfully registered with Ofsted. The manager has been in post since February 2015 and is currently undertaking a level 5 qualification in Leadership for Health and Social Care and Children and Young People's Services. She is an efficient manager who has the respect of the staff, parents and professionals. The management team understands the strength of the home and is aware of areas for development. There is a comprehensive development plan in place; this has a clear emphasis on achieving good outcomes for young people. The manager is aware of progress young people make and is fully involved in ensuring young people's targets are relevant and achievable. She has a clear, child-focused vision for the service. The manager keeps abreast of current issues in the field of social care and young people with disabilities, cascading these to the staff team. The diversity of each young person's special needs requires the staff to have a breadth of knowledge and training. Staff are complimentary about the quality and types of training they receive because it is relevant to their work with individual young people. Further training has been booked for staff to enhance their skills; this is in relation to young people's specific needs, for example, emergency medication refresher training and methods of communication. The staff team are very enthusiastic and passionate about their work and they know the young people well. They work together and provide young people with consistent care. The young people benefit from good staffing ratios, therefore, ensuring there are sufficient staff to supervise young people and ensure their participation in activities. Staffing levels are dependent on the number and needs of the young people staying. The service meets its aims and objectives as set out in its statement of purpose. Staff understand the aims of the service and ensure all aspects of diversity are central to their work. The young people's guide provides clear information in a friendly and adaptable format. The guide familiarises young people with the environment and what to expect from the service. The manager has good monitoring systems. Regular file audits, internal monitoring reports, supervision and appraisal of staff; all contribute to a good understanding of the strengths of the service and any areas requiring improvement. She has also compiled self-evaluation forms to determine if they are meeting the new regulations. Actions have been developed as a result. Monthly monitoring reports are undertaken by an independent visitor. This level of monitoring is effectively used by the staff team, ensuring action is taken to address any shortfalls. The manager and staff team work with other agencies for the safety and welfare	

of the young people. The team are proactive in contacting professionals within health services, education and social care departments. This inter-agency working ensures that there is a team approach in meeting the specific needs of young people.

Complaints are low due to the excellent relationships formed with young people, families and professionals. All have confidence in the setting's ability to address any issues raised in a timely and professional manner.

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 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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