

SC035518

Registered provider: Sea Shell Trust Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

The home provides care and accommodation for up to 28 children who may have emotional and behavioural difficulties, physical disabilities or learning disabilities.

Children live in seven houses on a site that includes a school and college. One house provides care for children who have short breaks. Most children attend the on-site school.

The home's manager has applied to Ofsted to become registered.

Inspection date: 18 February 2020

Date of last inspection: 7 August 2019

Judgement at last inspection: good

Enforcement action since last inspection: none

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged good at the last full inspection.
At the interim inspection, Ofsted judges that it has sustained effectiveness.

Since the last inspection, the acting manager has applied to become registered. The leadership team has been strengthened by the addition of two permanent deputy home managers and two temporary senior management positions. They work together to oversee the conduct of the home. They focus on achieving and maintaining full staffing levels. This is not yet successful. Safe recruitment practice and an enhanced induction programme help to provide staff who are suitable to work with children.

Staff turnover continues to cause anxiety to parents. Occasionally the use of agency staff disrupts the consistency of care being provided. A recommendation is made to ensure that senior leaders continue to assess the impact of temporary staffing on the conduct of the home. A core of very experienced staff works hard to minimise disruption to children's care. This means that children continue to make progress.

Staff have continued to offer children warm and nurturing care. Care plans set out how all elements of children's needs are to be met. For one child, their plans for receiving physiotherapy were not achieved. A requirement is made to ensure that all healthcare plans are being monitored effectively to promote children's healthcare.

The systems and strategies that underlie the conduct of the home continue to improve. A new multi-disciplinary meeting facilitates effective information-gathering and sharing. Managers are addressing the knowledge-base of staff, with opportunities for learning about the legal framework surrounding children looked after, communication, play and child development. This has increased staff confidence to promote children's communication and problem-solving skills. As a result, children are taking great strides in making their voices heard and influencing decisions about their lives.

The acting manager and the temporary director of care operate a comprehensive system to monitor the quality of care. This has enabled senior managers to match staff training needs with children's needs. It drives a continuous improvement plan for the home. Two recommendations from the last inspection are addressed. The quality of record-keeping about children is now clear and professional. Staff consultation continues throughout this period of significant change.

Management monitoring did not address the shortfalls identified in this inspection. Managers failed to take prompt action to address the inconsistent supervision of staff. Improvement in this area was recommended at the last inspection. A requirement is made to address opportunities for staff to have reflective practice supervision in line with the organisation's policy. One concern that parents raised

was not promptly addressed, although steps had been taken to rectify the matter prior to this inspection. A recommendation is made for managers to ensure that there is effective partnership between parents and the organisation.

Children enjoy a wide range of activities that support their identified development needs and their interests and preferences. Some enjoyed an opportunity to go on holiday with staff. There are significant improvements in the administration of medication to children, with a reduction in staff error. When children develop new health needs, the manager carefully assesses whether the home has sufficiently skilled staff to support them and engages other professionals to review the suitability of their placement. This promotes children's welfare and helps them to stay safe.

Individual houses are set out according to the preferences of the children who live in them. Some have specialised equipment to support complex health needs. Maintenance and decor are improved so that children live in houses that provide a safe and welcoming environment. When children move from one house to the other, staff take great care to help children understand the changes they are going to experience. This helps them to settle in well and minimises any disruption to their progress.

A deputy manager oversees behavioural support and physical intervention. This monitoring provides a continuous loop of analysis and feedback that supports staff to develop skills and competencies in supporting children's complex needs. It means that children become more independent in finding ways to reduce their anxiety. It has led to a reduction in staff physical intervention to keep children safe. The quality of relationships between experienced staff and children is very good, and this promotes children's happiness and well-being.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/08/2019	Full	Good
21/02/2019	Interim	Sustained effectiveness
21/05/2018	Full	Requires improvement to be good
21/11/2017	Full	Good

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
The health and well-being standard is that— the health and well-being needs of children are met. In particular, the standard in paragraph (2) requires the registered person to ensure— that staff help each child to achieve the health and well-being outcomes that are recorded in the child's relevant plans. (Regulation 10 (2)(a)(i)) This particularly refers to providing regular physiotherapy sessions as required.	17/03/2020
The registered person must ensure that all employees receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b)) This particularly refers to ensuring that supervision is provided in line with the home's supervision policy.	17/03/2020

Recommendations

- Registered persons have a key role in developing effective working relationships with parents to ensure that children's needs are met. ('Guide to the children's homes regulations including the quality standards', page 52, paragraph 10.3). This is with specific reference to addressing parental concerns about the quality of their children's healthcare.
- The use of agency staff should be carefully monitored and reviewed to ensure that children receive continuity of care. ('Guide to the children's homes regulations including the quality standards', page 54, paragraphs 10.16 and 10.19). This particularly refers to the ongoing monitoring of the impact of any staffing review and plans to address any identified negative trends.

Information about this inspection

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.

Inspectors have looked closely at the experiences and progress of children and young people, 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: SC035518

Provision sub-type: Residential special school

Registered provider: Sea Shell Trust Limited

Responsible individual: Jolanta McCall

Registered manager: post vacant

Inspectors

Denise Jolly, Social Care Inspector
Sylvia Eboigbe, Social Care Inspector

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