

# SC065443

Registered provider: Dame Hannah Roger's School

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This children's home provides long-term care and accommodation, extended stays and short-break care for up to 15 children and young people who have learning and/or physical disabilities. The provision is operated by a charitable trust.

**Inspection dates:** 12 to 13 July 2017

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

How well children and young people are helped and protected                      requires improvement to be good

The effectiveness of leaders and managers                      good

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 28 February 2017

**Overall judgement at last inspection:** Sustained effectiveness

**Enforcement action since last inspection:** None

## Key findings from this inspection

This children's home is good because:

- Young people have good experiences, they enjoy visiting the home and make good progress towards their individual development aims.
- Staff are kind and caring and they know the young people well.

- Staff provide a safe environment for young people who have complex health needs.
- Leaders and managers are inspirational and have developed a positive culture that threads throughout the home. They continue to strive for further improvements in the quality of care.

The children's home's areas for development:

- On one occasion, a potential safeguarding concern was not shared with the social worker before any other action was taken.
- The suitability checks undertaken on agency staff are not as rigorous as the checks carried out on permanent staff.
- Not all care staff have completed the required residential care qualification within the specified timescale.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/02/2017	Interim	Sustained effectiveness
19/05/2016	Full	Good
24/02/2016	Interim	Improved effectiveness
21/10/2015	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
<p>12: The protection of children standard</p> <p>(1) The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(vii) are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (2)(a)(vii))</p>	31 August 2017
<p>32: Fitness of workers</p> <p>(1) The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>(2) The registered person may only—</p> <p>(a) employ an individual to work at the children's home; or</p> <p>(b) if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3).</p> <p>(3) The requirements are that—</p> <p>(a) the individual is of integrity and good character;</p> <p>(b) the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>(c) the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p> <p>(d) full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (3)(d))</p>	31 August 2017
<p>32: Fitness of workers</p> <p>(1) The registered person must recruit staff using recruitment</p>	31 December 2017

procedures that are designed to ensure children's safety.

(2) The registered person may only—

(a) employ an individual to work at the children's home; or

(b) if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home,

if the individual satisfies the requirements in paragraph (3).

(3) The requirements are that—

(a) the individual is of integrity and good character;

(b) the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;

(c) the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and

(d) full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.

(4) For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained—

(a) the Level 3 Diploma for Residential Childcare (England) ("the Level 3 Diploma"); or

(b) a qualification which the registered person considers to be equivalent to the Level 3 Diploma.

(5) The relevant date is—

(a) in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home; or

(b) in the case of an individual who was working in a care role in a home on 1st April 2014, 1st April 2016. (Regulation 32

(4)(a))

## Inspection judgements

### Overall experiences and progress of children and young people: good

Young people live in a clean and well-kept home. Colourful corridors display young people's creative work and photos of the good experiences they have had in the home. The 'Star of the Week' board is used to acknowledge young people's achievements. One

young person was nominated for being brave during a hospital stay, while another was recognised for making clear choices when out shopping.

Young people personalise their bedrooms to their own tastes with posters and family photos. Young people make good use of the well-equipped outdoor space. They particularly enjoy gardening and using the playground. Parents comment that their children love coming to the home, and that they are able to do so much more than at their family home because of the resources available and staff's support.

Young people's care plans and supporting documents are clear and well organised. These documents accurately describe each young person and specify what they are working towards. Staff link the young person's care targets to their education goals to ensure that they get the best possible all-round support to succeed. For example, some young people are working towards improving their communication abilities and using communication aids, while others are learning to brush their teeth, participate in craftwork and cooking, and making choices about their day. Staff maintain records detailing the progress young people make towards meeting these aims. As a result, staff understand the young people's achievements.

Staff consult well with young people and provide them with good opportunities to contribute to the running of, and making decisions about, the home. Young people have been involved in the redecoration of the lounge by choosing the wallpaper, cushions and throws. The kitchen has been well equipped to ensure that young people have better opportunities to take part in cooking activities. Staff routinely enable young people to make choices throughout their day. For example, young people choose what they would like for breakfast and what story they would like to hear at bedtime. Staff are especially good at helping young people who find it challenging to communicate their views. As a result, these young people are developing their self-esteem and self-worth.

Staff know the young people well. Staff are alert to the young people's behaviours and individual ways of communicating, as well as having a good knowledge about their health needs. Leaders and managers ensure that there is a core team of staff supporting each young person and a nurse on duty 24 hours a day. Staff carefully monitor each young person's health and share any concerns with the nurse.

Staff are good at making each young person's day fun and enjoyable. Staff ensure that young people have good opportunities to take part in a variety of activities. In the home, young people take part in music sessions, pizza making, movie nights, pamper sessions and playing board games. Trips away from the home have included a pirate day in Plymouth, an Easter egg hunt, trips to the garden centre, the zoo and a local church. The facilities of the adjoining school are also well used. Young people especially enjoy the hydrotherapy pool and rebound and using the main hall for wheelchair dancing.

Young people attend a variety of schools in the local area. Communication between the care staff and school staff is good. Staff supplement verbal handovers with written information about the young people's day and evening. Young people who attend the provider's on-site school have an allocated support worker who helps them in school and the children's home to maintain consistency.

Young people make good progress here. Parents and carers report that they have seen

their children mature and develop their independence and social skills since starting at the home. One parent said that her child's health is much better and that they have started to use a head switch for communicating. Case studies provided by the manager evidence that, '(name) is developing into an independent young girl, who will happily partake in different activities and explore different environments'. Another case study explains that, '(name) uses her talker to communicate and has been increasing the amount of options she has to choose from. The speech and language therapists have described her progress as outstanding'.

### **How well children and young people are helped and protected: requires improvement to be good**

The help and protection offered to young people requires improvement to be good, because two areas for improvement were identified to ensure that young people are fully safeguarded.

Staff record any observed bruising and marks seen on young people on arrival to the children's home and during their time there. The manager and lead nurse assess the records to look for patterns and trends that can be explained through changes of equipment or to the routine in the home. One concern that could not be explained by practice in the home was not discussed with a young person's social worker before any other action was taken. This action could hinder the appropriate lines of investigation.

The recruitment of permanent staff is good and follows safer recruitment guidance. Excellent use of telephone verification is used and enhances the recruitment process by engaging the referee in a discussion about a candidate's suitability. The same rigour is not yet applied to staff who are appointed from an external agency. The manager relies on the agency to undertake vetting checks, but she has not obtained full information relating to the workers' employment history, references and identification checks.

There have been two restraints since the previous inspection. Both of these holds were proportionate and necessary to keep young people safe. Staff do not use excessive force during the restraints and they have only been used for a very short time. One young person's behaviour was impacting on the safety and experience of others. The manager assessed that this home was not the right environment for the young person and she is no longer living here.

Staff do not use sanctions; they are not necessary, as staff engage young people in positive and fun activities that they enjoy. There have been no reported occasions of young people going missing from the home, due to staff's attentive care and constant supervision.

Staff manage risks well. Risk assessments are individualised and each young person has a risk reduction plan to help to protect them. Night-time monitoring of young people is individualised to their needs and is detailed in their records. Risk assessments are regularly reviewed to ensure that control measures meet the needs of individual young people in an appropriate way.

The manager's investigations and follow-up to critical incidents and concerns are very thorough. All serious incidents are reported to the local authority, parents and Ofsted.

The manager handles and responds to complaints appropriately.

The manager and lead nurse actively audit medication errors and have analysed data over a 12-month period. An incident tracker system is used to identify trends and patterns of incidents in the home. This good monitoring and analysis has helped to reduce further medication administration errors. The home is secure and all of the necessary physical and environmental checks of the premises are carried out at the required intervals. Young people each have a personal evacuation plan which is followed in the event of an emergency.

### **The effectiveness of leaders and managers: good**

Leaders and managers are actively involved in the running of the home and use good-quality assurance monitoring systems to ensure that they know what is going on. Staff are happy and feel well supported by their managers. Parents and families are also very pleased with their children's experiences and think that the staff are 'excellent'.

The manager has been registered with Ofsted since January 2016 and has the necessary qualification for the role. She has been instrumental in organising a registered managers' forum in the region. This meeting enables children's home managers to meet, share good practice and receive training to help them in their role.

The responsible individual has good oversight of the home. She visits twice a week to observe staff's working practices and has weekly meetings with the home's leadership team. Together, they are aware of the strengths of the service offered to young people and their families, as well as the areas for development.

Monitoring of the quality of care is good. Independent monitoring of the home takes place regularly, and it provides a good analysis of the quality of care and the safeguarding arrangements that are in place. The manager finds this independent monitoring useful and welcomes the external scrutiny. The manager also reviews the quality of the provision every month and provides the directors with a detailed report. The manager can evidence the progress that young people make by visiting or living at the home.

The manager keeps the statement of purpose under review to ensure that it accurately reflects the services provided and details of the home's registration. Staff provide care that meets the aims described in the statement of purpose. Staff maximise young people's life chances by providing care that is individualised, enables choice and encourages learning and development.

Parents and families are welcomed into the home and are involved in the running of the service. They can drop in to see their children at any time and attend regular sessions to meet the leadership team, directors and trustees. All parents and carers spoken to as part of this inspection provided positive feedback about their feelings and gratitude towards staff at the home.

Staff are provided with comprehensive training and ongoing competency checks to ensure that they meet the required standard. The on-site nursing team provides most of the training and observations; however, training is also sourced from external providers

when necessary. There are four care staff who have not completed the required residential care qualification within the necessary two-year timeframe. The manager is monitoring their performance through supervision and is arranging the necessary support for the staff members concerned.

The manager undertakes a thorough assessment of young people's needs before accepting them into the home. As a result, she ensures that the staff can meet the young people's needs.

All placing authorities were contacted for their feedback as part of this inspection. One representative reports that the manager and her team 'have been fantastic with their support for young people and their families', and states that she 'feels confident in their service as a safe and positive health provision for the most complex youngsters'.

The variety of monitoring activities and the openness of leaders and managers to embrace their findings and other, new ideas is refreshing and reassuring. The home's leadership team is cohesive and transparent in its working. The team members have developed a culture at the home where staff really enjoy coming to work and young people are looked after well.

## **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 difference 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 who 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:** SC065443

**Provision sub-type:** Residential special school

**Registered provider:** Dame Hannah Roger's School

**Responsible individual:** Tanya King

**Registered manager:** Emma McVinnie

## Inspector

Guy Mammatt, 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 children looked after, 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](mailto: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](mailto: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](mailto:enquiries@ofsted.gov.uk)  
W: <http://www.gov.uk/ofsted>

© Crown copyright 2017