



Jersey Care
Commission

INSPECTION REPORT

Secure Children's Home

Care Home Service

11 February 2021

THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014, all providers of care homes, home care and adult day care services must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 32 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

ABOUT THE SERVICE

This is a report of the inspection of Jersey's only secure children's home. The service is provided in a single storey building which overlooks a courtyard. There are four bedrooms (all ensuite), a large communal dining and lounge area, a kitchen, a quiet room and a visitors' room. The home has a large office which is centrally located and overlooks the communal areas and kitchen. The home also has a gym, an education / school area, a games room and a large sports hall.

This secure children's home comes under the responsibility of the Minister for Health and Social Services. A child or young person can be remanded or sentenced to secure accommodation by a criminal court up to the age of 18. A Placement Panel determines where he/she is placed following a remand or conviction, and the Panel has a duty to review all placements within 72 hours and at set intervals after that.

Alternatively, a child or young person can be placed in this secure children's home under a Secure Accommodation Order if it is felt necessary to prevent them from injuring themselves or others; or if they have a history of absconding and, if they abscond, are likely to suffer significant harm. A Secure Accommodation Order is a civil order made by the Royal Court. An emergency placement on welfare grounds can be agreed by the Director of Children's Services, and the case must be referred to the Royal Court before or on the expiration of the 72-hour period, where a Secure Accommodation Order may be granted for up to 3 months. The Head of Service must chair a panel to review the keeping of a child in secure accommodation within 28 days initially, and regularly after that. At each review the panel must satisfy themselves that the criteria for keeping the young person in secure accommodation continue to apply, the placement in such accommodation continues to be necessary, and any other description of accommodation that would be appropriate for the young person. In doing so they must have regard to the welfare of the young person whose case is being reviewed.

Prior to the service becoming registered with the Commission on 4 December 2019, there were up to eight bedrooms available for children and young people within the home. The home is currently registered to accommodate up to a maximum of four children / young people within a dedicated area of the home.

Regulated Activity	Secure Children's Home
Conditions of Registration	Type of care: personal care and personal support Category of Care: Children and Young People Maximum number of care receivers: 4 Maximum number in receipt of personal care and personal support: 4 Age range of care receivers: 10 - 18 Maximum number of care receivers that can be accommodated in the following rooms: Rooms 1, 2, 3, 4: 1 person
Dates of Inspection	11 February 2021
Times of Inspection	4.15pm – 8.30pm
Type of Inspection	Unannounced
Number of areas for improvement	Five
Number of care receivers accommodated on the day of the inspection	Three

The home is operated by the Government of Jersey's Children's Services and the registered manager is Paul Sullivan. A discretionary condition was placed on the registered manager's registration in December 2019. This means that the registered manager must complete a Level 5 Diploma in Leadership and Management in Health and Social Care by 6th December 2022. This condition remains in force and will be removed when it has been met.

Since the last inspection on 29 June 2020 the Commission has received three applications from the registered manager to vary conditions on registration. One variation application was received in July 2020 in relation to the temporary use of one unregistered bedroom in the home to accommodate a young person with particular needs on a temporary basis. This was granted. A variation application was received in January 2021 in relation to the temporary use of two unregistered bedrooms in the home to accommodate two young people while an essential upgrade to the home's air conditioning system was completed. This variation was granted, and the works were completed within the allotted timescale.

A further variation application was received at the end of January 2021 in relation to the temporary use of one unregistered bedroom in the home to accommodate one young person. This was granted on the basis that the arrangement would increase the young person's privacy and safety in the home; this variation was still in force at the time of this inspection and remains under regular review.

SUMMARY OF INSPECTION FINDINGS

The following is a summary of what we found during this inspection. Further information about our findings is contained in the main body of this report.

There were five areas for improvement identified during this inspection, each of which are outlined in the improvement plan at the end of this report.

There were some improvements noted since the previous inspection including the quality of the care plans. The registered manager had kept the Commission up to date with any changes necessary to the service and provided timely notifications when these were required.

There were three young people staying in the home at the time of the inspection and staff were observed engaging with them in a friendly and warm manner. Unfortunately, none of the young people or their relatives had been provided with any written information about the home before or during their stay. This is particularly important in a secure children's home as there were a range of 'rules' and restrictions in place. The home's Statement of Purpose was out of date and no longer reflected the home's staffing arrangements.

Preparations for the evening meal were underway during the inspection. Each young person was provided with a choice of meal and had unrestricted access to the kitchen area and to drinks and snacks. The mealtime was very relaxed, and the young people were observed enjoying the company of staff during and after their meal.

Staffing levels in the home had not been increased when a third young person had been admitted several weeks before the inspection, and staff on duty were responsible for a range of duties including cooking, some of the cleaning and laundry. This has the potential to reduce the amount and quality of time staff can spend with the young people.

The secure children's home has many institutional characteristics, some of which could be overcome by reviewing routines and some of the furniture and furnishings.

INSPECTION PROCESS

This inspection was unannounced and was completed on 11 February 2021. Commission staff contacted the service by phone just prior to arrival in order to facilitate access and to outline the nature and purpose of the visit.

The Children and Young People's Residential Care Standards were referenced throughout the inspection.¹

This inspection focussed on the following lines of enquiry:

- Follow up on the outcome of the previous inspection (29 June 2020)
- Information about the home and the care provided
- The home's environment
- Meals
- Staffing

Prior to our inspection visit, all the information held by the Commission about this service was reviewed, including the previous inspection report.

During the inspection visit, a Regulation Officer sought the views of two of the people who were in the home at the time of the inspection and with two staff who were on duty. Following the inspection, Commission staff were provided with the contact details of two relatives who had agreed to provide their views on their experience of the service. Commission staff were also provided with the contact details of two social workers who had recent contact with the service; one social worker provided verbal feedback in this regard.

During the inspection, a limited number of records was examined; Commission staff reviewed some care records and undertook a tour of the premises.

At the conclusion of the inspection, Commission staff provided feedback to the senior member of staff on duty. Further feedback was provided to the registered manager and the Residential Services Lead on 15 February 2021.

This report sets out our findings and includes areas of good practice identified during the inspection. Where areas for improvement have been identified, these are described in the report and an action plan attached at the end of the report.

INSPECTION FINDINGS

Follow up on the outcome of the previous inspection of 29 June 2020

At the last inspection, four areas for improvement were identified and an improvement plan was submitted to the Commission by the registered provider setting out how these areas would be addressed.

The improvement plan was reviewed prior to this inspection and discussed with the registered manager after the inspection visit.

¹ The Children and Young People's Residential Care and all other Care Standards can be accessed on the Commission's website at <https://carecommission.je/Standards/>

An area for improvement identified at the previous inspection relates to the home's Statement of Purpose and the children's / young person's guide. The Commission received assurances in July 2020 that the home's operating model was under review and that the Statement of Purpose and the children's / young person's guide would be updated to reflect this. It is not clear what the outcome of the review of the operating model is.

It was a finding of this inspection that these documents have not been reviewed or updated; the Statement of Purpose submitted to the Commission during this inspection was dated February 2020. The 'Young Person's Guide' reviewed during this inspection was dated 2019.

This means that the registered provider has not complied with Regulations and has not kept the Statement of Purpose under review or revised it. This is concerning as it could not be demonstrated during this inspection that the registered provider is operating this service in accordance with the Regulations and Standards. This matter requires urgent attention.

The impact of the failure to review and revise the Statement of Purpose and the children's / young person's guide is outlined throughout this report.

A second area for improvement identified at the previous inspection relates to the home's conditions on registration and any variations that may be necessary. As outlined above, the Commission has received three variation applications from the Registered Manager since the previous inspection and these were received in a timely manner and in the appropriate format. The Registered Manager has also provided the Commission with regular updates in relation to variation applications. The Commission is satisfied that the registered provider and registered manager have improved their practice in this area.

A third area for improvement identified at the previous inspection relates to the service's recruitment records. After the last inspection, the Commission was advised that some records relating to the recruitment of staff prior to 2018 are unavailable due to information which was lost when HR platforms were migrated. The failure to retain recruitment records undermines the registered provider's ability to demonstrate compliance with the Regulations and to evidence how staff are safely supplied to work in direct caring roles with children and young people. It is not clear what measures have been taken to identify which records have been lost or if any notification of this has been made to the individuals affected or to the Office of the Information Commissioner. A finding of this inspection is that this matter has not been resolved.

A fourth area for improvement identified at the previous inspection relates to the children and young people's residential care plans. It was a finding of this inspection that residential care plans sampled were up to date and reflected the involvement of the young people accommodated at the time of the inspection. It was also a finding that the social work care plan for a young person admitted to the home several weeks prior to the inspection was not available. This matter was discussed with the registered manager following the inspection visit and assurances were given that this

would be followed up urgently. The Commission is satisfied that necessary improvements to residential care plans have been made.

Information about the home and the care provided

Reference was made to Standard 1 of the Children and Young People's Residential Care Standards which states: "You will be given information that is shared in a way that you understand. This will tell you and others about where you will live or stay and how you will be cared for."

There were three young people accommodated at the home on the day of the inspection. Due to the nature of the services provided by the secure children's home, it is unlikely that a child or young person will have an opportunity to visit the home prior to their admission. However, having access to information about the home in a format that is user friendly, would enable a child or young person, and their relatives, to anticipate what staying at the secure children's home would entail. The Statement of Purpose had not been updated since February 2020 and was out of date.

The two young people who participated in the inspection advised that they had not been provided with any written information about the home. As outlined above, the young person's guide which had been produced in 2019 was out of date and not readily available on the day of the inspection. Both relatives who contributed to the inspection also confirmed that they had not been provided with any written information about the home. One young person's relative advised that their relative would have benefitted from having access to the guide throughout their stay in the home.

It was noted however that the guide had been prepared in user friendly language and contains photographs and helpful information about the home's facilities and some of the 'rules'. Further review of this document is required and should include information about the home's routines, visiting arrangements, access to independent advocacy services and the Commission's contact details.

There were a range of care practices evident during the inspection including overnight observations (hourly checks) on the young people and locking the bedroom doors overnight. These practices have the potential to impact on the rights of children and young people and their use was not referenced in the service's Statement of Purpose or in the young person's guide. These practices were discussed with staff during the inspection and were described by staff as contributing to the safety and well-being of the children and young people. It was noted that records of the outcome of these checks were being made, but not consistently. It was also noted that the care records did not outline any needs or risks associated with staff needing to complete overnight hourly checks. Commission staff were therefore concerned that the privacy and dignity of the young people was compromised both by this practice and due to the absence of any individualised assessment of risks and needs.

One young person who contributed to the inspection highlighted their lack of understanding of the rationale behind the hourly observation checks that are

undertaken by staff. This highlighted their lack of understanding or involvement in the home's policy on overnight hourly observation checks.

The locking of the residents' bedroom doors overnight continues to be a routine practice in the home. This practice is not outlined in the information about the service (the Statement of Purpose or the young person's guide) and the young person's guide states that the home 'is not a prison'.

This matter was discussed with the registered manager at the previous inspection and there was little evidence of progress noted.

The ability of a child or young person to seek staff support overnight was discussed during this inspection and staff advised that due to staffing arrangements, this would not be possible, unless in an emergency. In view of the purpose and nature of this secure children's home', it is likely that the children and young people requiring an admission to the home will have emotional needs that could arise overnight. While it is necessary to have a routine for children and young people and to encourage them to prepare for bed at a particular time, the needs of young people using this service are such that establishing this routine may take longer, or may not be possible during their stay. Staff advised that the young people are able to keep their bedroom lights on and watch TV after 9pm. It was not clear if there was a morning routine for the young people and one young person's relative advised that their relative had not been discouraged from staying in their room until midday.

At the time of this inspection, the youngest person accommodated was aged 15 and all three young people were subject to the same bedtime routine, i.e. required to go to their rooms at 9pm. It is the Commission's expectation that the age appropriateness of this bedtime is discussed and agreed with the young people and that individual adjustments are made, as necessary. It is a further expectation that each young person's plan includes an agreed routine for waking and rising.

There were several areas for improvement identified when examining the service's information about the home and the care provided. As stated previously, the Statement of Purpose and children / young person's guide must be reviewed and updated.

Care records must also be updated to ensure that they include assessments of needs or risks associated with each young person's safety in the home. Any interventions that could impact the young person's rights must be clearly described and should reflect the views of the young person.

The care home environment

Reference was made to Standard 6 of the Children and Young People's Residential Care Standards which states: "Where you live or stay will be comfortable, safe and accessible."

As stated above, the care home is a secure environment and often children and young people are admitted at short notice or in an emergency. Therefore, it is unlikely that a pre-admission visit to the home is possible or practical.

The arrangements for admitting a child or young person to the home were described by staff during the inspection and Commission staff were shown the reception areas. These include an admissions room and a bathroom area where a young person could avail of a shower or change of clothing, if required. The admissions process includes a discussion with the young person about the reason they have been admitted and any measures that may be necessary to ensure their safety. Staff who described the admission process were mindful of the importance of welcoming the young person to the home and of their role in helping the young person feel at ease and safe. A young person advised Commission staff that it had taken them a couple of days to settle in and that they had felt well-supported by staff during this period.

The home's environment has some characteristics that are not domestic or particularly homely. These include bedroom doors which are heavy and of metal construction. The controls for the heating, power and water supply of the bedrooms is outside of each bedroom and can only be accessed by staff. Commission staff were advised that switching off water and power would only be necessary in exceptional circumstances relating to safety. It was noted that one young person's bedroom was cold, in comparison to the temperature in the corridor and the remainder of the home. Commission staff were advised that this was the young person's preference. The inability of a young person to adjust their room temperature independently is a further indicator of an institutional environment.

The communal area of the home is open plan and is furnished with items which are institutional in style. There was an absence of appropriate soft furnishings in this area such as curtains, throws or cushions. The lighting in the area could be improved by the use of floor or table lamps. This is an area for improvement.

The home's dining area contains a storage unit and a large dining table and chairs which were noted to be domestic in style.

The activities available to the young people accommodated at the time of the inspection included board games, books, availing of the gym, the sports hall, football (indoor), baking and playing pool. One young person was observed playing a board game with a member of staff and reported that the same game had started several days earlier and had been continued when the staff member was on duty. This young person also reported that they felt able to approach this member of staff if they wanted to talk about anything. A relaxed, warm and supportive relationship was evident from observing this young person and the staff member during their evening meal which was leisurely and followed by further discussion and laughter while attending to the dishes.

A relative who contributed to the inspection advised that they were pleased that their relative had established a routine which included a daily gym session; this was, in their view, a very positive development and a new interest. Another relative expressed some disappointment with the lack of suitable activities for their relative and while they had made some suggestions, these had not been taken forward.

A young person who participated in the inspection reflected their overall satisfaction with working relationships between them and the staff team. The young person

described staff as 'like a parent, sound, but a pain sometimes'. This young person added that they were pleased that they were receiving support from a staff member who they knew previously.

Staff on duty at the time of the inspection were observed interacting with the young people in a friendly and supportive manner. The staff were also very knowledgeable about each of the young people's preferences and routines and demonstrated their willingness to accommodate these. Relatives who participated in the inspection described staff as friendly, accommodating and flexible.

The arrangements for young people to sustain contact with their friends and family were discussed during the inspection. It was apparent that this is encouraged and facilitated by staff, and one young person was being supported to meet with their visitor shortly after the inspection got underway and another confirmed that they are able to phone a family member whenever they want to. A young person advised that they were keen to establish contact with two friends and that staff had forwarded this request to their social worker. Staff confirmed their understanding of the importance of contact with family and friends when children and young people are staying at the home.

Other visitors to the home include independent advocates, legal representatives, youth services and social work staff.

Meals

Reference was made to Standard 10 of the Children and Young People's Residential Care Standards which states: "Your meals will be varied, healthy and tasty and will be based around your likes and dislikes."

The inspection commenced at 4.15pm and the evening meal was prepared and served during the inspection.

The young people and staff were observed interacting in the kitchen and dining area before and during the evening meal. It was reported that one resident enjoyed assisting with the preparation of the meals and that all of the young people had unrestricted access to the kitchen area and to snacks and drinks. There was a variety of fresh fruit available in the dining room.

The home's weekly menu was on display in the kitchen and sets out the main meal of the day which is prepared in the evening. The young people are encouraged to prepare their own breakfast and lunch and had contributed to the choices of the evening meal. One young person was reported to have a preference for a particular meal and staff described how they supported the young person to have their preferred meal choice and to include vegetables with their meal. Another young person was described as having a preference for healthy meals.

The weekly menu referred to a weekend take away option and to a roast dinner on Sunday.

It was observed that the young people accommodated at the time of the inspection ate their evening meal at different times and often made different choices. It was positive to note that the young people could be facilitated to eat with a member of staff or with the other young people, and that they could choose an alternative to the meal outlined on the menu.

Staffing

Reference was made to Standard 7 of the Children and Young People's Residential Care Standards which states: "You will be cared for and helped by the right people with the right values, attitudes understanding and training."

The home's staffing arrangements were examined during the inspection and this included scrutiny of the duty rotas, observations and discussions with the staff on duty. It was noted that the staff team has been depleted for some time and that several experienced team members were not available for work. There were also several vacancies which had not been filled. While the duty rotas provided evidence of suitably experienced and qualified staff on duty, the number of staff on each shift fell below what would have been considered to the minimum. It was noted that the staffing levels did not change when a third young person was admitted to the home, several weeks prior to the inspection. Commission staff were advised that the enhanced staffing to support this young person had not been possible, due to demands elsewhere in Children's Services. This is concerning as the young person was being accommodated in a bedroom in an area of the home that was separate from the other bedrooms. This presents a challenge to staff when providing adequate supervision to all three young people.

It was noted that the staff on duty in the home are fully responsible for preparing and serving the meals. This means that a member of staff could spend several hours in the kitchen preparing ingredients and cooking fresh meals for each young person and member of staff on duty. Staff advised that they are also responsible for ordering supplies and for completing some of the shopping, the cleaning in the home and attending to the laundry. This is also concerning and has the potential to reduce the amount of time available to staff to supervise and effectively engage with the young people.

During the inspection there were three staff on duty. The staff were observed facilitating visitors to the home, preparing and cooking the evening meal, supporting the young people in the kitchen area and with recreational activities. Staff advised that they had been alerted to a potential further admission earlier in the week and expressed relief that this had not been necessary, as the home's staffing levels were already depleted.

The home's staffing overnight consists of two staff, one of whom 'sleeps over' and continues their shift the following day. As referenced earlier, staff advised that children and young people in the home have limited access to staff at night. Staff also advised that if a young person required assistance or support overnight, both staff would attend to their needs. It was explained that this would mean waking the

sleeping member of staff, which could impact on their ability to complete their duties the following day.

A social worker who contributed to the inspection described the home's staff as helpful and friendly. They also advised that a young person's plan would include rehabilitation and community access, which would require additional staffing. The social worker advised that this would be discussed and reiterated regularly during the young person's fortnightly placement review.

A relative who contributed to the inspection, provided positive feedback about the home's staff and advised that their relative was facilitated to have a daily visit from family. Another relative confirmed that they were able to visit flexibly and that their relative could contact them by phone if required.

As stated earlier, the home's Statement of Purpose is outdated and must be reviewed to reflect the staffing arrangements. The Statement of Purpose states that, "we recognise that young people who have had such experiences often present challenging behaviours and require understanding, support and clear consistent boundaries." It is the Commission's view that the staffing arrangements noted during this inspection are inadequate and require an urgent review. This review should include consideration of the range of duties currently undertaken by care staff, many of which are time-consuming and have the potential to reduce the amount of time available to provide therapeutic support to the children and young people.

IMPROVEMENT PLAN

There were five areas for improvement identified during this inspection. The table below is the registered provider's response to the inspection findings.

<p>Area for Improvement 1</p> <p>Ref: Regulation 20</p> <p>To be completed by: 18 March 2021.</p>	<p>The registered provider must keep the Statement of Purpose under review and revise it where appropriate to do so. The revised Statement of Purpose must be submitted to the Commission.</p> <hr/> <p>Response by registered provider: The existing Statement of Purpose has been reviewed and revised during March 2021 and is made available to the Care Commission in conjunction with this improvement plan.</p>
<p>Area for Improvement 2</p> <p>Ref: Regulation 17</p> <p>To be completed by: Immediate and ongoing.</p>	<p>The registered provider must always ensure that suitably qualified, skilled, competent and experienced people are working in the regulated activity in such numbers as are appropriate and sufficient to meet the needs and ensure the health, welfare and safety of care receivers.</p> <hr/> <p>Response by registered provider: Realignment of some staffing resource has supplemented the existing staff team and this will further be strengthened by a current recruitment campaign, due to conclude in April 2021.</p>
<p>Area for Improvement 3</p> <p>Ref: Standard 1.2</p> <p>To be completed by: 18 March 2021</p>	<p>The registered provider must ensure that the 'Young Person's Guide' is up to date.</p> <hr/> <p>Response by registered provider: The Young Person's Guide has been reviewed and revised during March 2021 and will be made available to the Care Commission at the first opportunity, post submission of this improvement plan.</p>

<p>Area for Improvement 4</p> <p>Ref: Standard 6</p>	<p>The registered provider must ensure that improvements are made to the care home environment to make it more homely and domestic.</p>
<p>To be completed by:</p>	<p>Response by registered provider: A wider development plan that pertains to environmental changes at Greenfields and the utilisation of a new model of care is underway. Changes to the existing environment will include the fabric of the building and the furnishing. This will result in the home being more warm and homely.</p>

<p>Area for Improvement 5</p> <p>Ref: Standard 4</p>	<p>The registered provider must ensure that care records include assessments of needs and risks and any care practices that impact the rights of children and young people.</p>
<p>To be completed by: 18 March 2021</p>	<p>Response by registered provider: The registered provider is taking measures to ensure that care records are inclusive of assessments of needs and risks and any care practices that impact the rights of children and young people.</p>

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.



Jersey Care Commission
2nd Floor
23 Hill Street, St Helier
Jersey JE2 4UA

Tel: 01534 445801

Website: www.carecommission.je/

Enquiries: enquiries@carecommission.je