

THE JERSEY CARE COMMISSION

IMPROVEMENT NOTICE

<p><b>Name of regulated activity:</b></p> <p>Secure Children's Home</p>	<p><b>Name of Registered Persons:</b></p> <p>Robert Sainsbury</p>
<p><b>Address of regulated activity:</b></p> <p>La Grande Route De St Martin St Saviour Jersey JE2 7GS</p>	
<p><b>Issue Date: 28 March 2022</b></p>	
<p><b>This Notice sets out the Regulations that have been contravened.</b></p> <p><b>The Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018</b></p> <p><b>Regulation 5 (1)</b></p> <p>The Registered Persons must ensure that the regulated activity is conducted so, as to make proper provision for care receivers in respect of their health, safety and welfare and that the particular needs of each care receiver (whether as to education, treatment, supervision or otherwise) are identified and met.</p> <p>The Commission is not assured that proper provision is being made for care receivers of the Secure Children's Home and that there are risks to their safety and wellbeing. The reasons for this are as follows:</p> <ul style="list-style-type: none"> <li>• There are significant challenges in maintaining a stable staff team. There had been a number of resignations in the weeks immediately preceding the inspection.</li> </ul> <p><b>Action: The Registered Person must review the recruitment and staffing, to ensure adequate staffing arrangements, in respect of both numbers and training/competency, are secured. (Action required by 25 April 2022).</b></p>	

- The Commission has serious concerns that this service has been repeatedly operating outside of its Statement of Purpose. Specific examples of this include that staff were unaware of the 'GRRRAACCEEESSS' framework which is detailed in the Statement of Purpose. The Secure Stairs model has not yet been implemented in any meaningful regard. The Statement of Purpose remains aspirational rather than being properly reflective of day-to-day practice.

Support offered by CAMHS has not been consistent and specific plans are not in place in situations where there is a need to meet mental health needs of young people.

The Statement of Purpose should be reviewed to identify the aims and objectives of the service and of how these will be met.

**Action: The Statement of Purpose should be reviewed and amended to meet the needs of the current care receivers. This should be submitted to the Commission (Action required by 11 April 2022).**

#### **Regulation 17(4)**

The Registered Person must-

- (a) Ensure that at all times 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.
- (b) Ensure that the employment of any person on a temporary basis will not prevent care receivers from receiving such continuity of care as is reasonable to meet their needs.
- (c) Ensure that workers receive appropriate training, professional development, supervision and appraisal to enable them to provide care and treatment to care receivers to a safe and appropriate standard.

The Commission is not assured that the number of staff on duty during the day is sufficient to meet the needs of the care receivers.

The Statement of Purpose sets out that four members of staff will be present during the day, and two overnight (with one being waking night). There are examples of where staff are placed at risk, needing to lone work when this is neither safe nor appropriate.

Staff do not feel confident in the use of MAYBO and feel that techniques are not effective in de-escalation and managing challenging behaviours in this environment.

There are not appropriately trained staff to provide support in situations where mental health needs of young people are significant.

There is inadequate planning to ensure that young people are fully prepared for leaving the secure home.

There are high levels of confusion and uncertainty within the staff team, with staff not consistently adhering to care plans.

Clinical supervision is available to support staff in meeting mental health needs. Some staff reported that they do not attend as they do not understand its purpose. The supervision should be mandatory for all staff working supporting any young people with mental health needs.

There is no induction process and new staff reported that they had started employment before having received any MAYBO training or having secured a thorough understanding of the needs of the young people.

Recruitment checks indicated that safe recruitment practices had not been followed in all cases. One member of staff started work before DBS check had been received.

There should be a good skill mix of grades and experience of staff on each shift. There is evidence of team leaders being together on shift, leaving some shifts without leadership.

**Action: The Registered Person to provide to the Jersey Care Commission detailed staffing arrangements to ensure the safety of staff and care receivers. (Action required by 8 April 2022)**

#### **Regulation 16**

The Registered Person:

- (1) A registered person may control or restrain a care receiver only where it is lawful, not excessive and in the best interests of the care receiver to do so.
- (2) must prepare and implement a policy ensuring that there are proper arrangements in place so that any use of control or restraint complies with paragraph (1).

**Action: The Registered Person to provide to the Jersey Care Commission a policy concerning the use of restraint and any additional training to be provided to staff at the secure children's home (Action required by 8 April 2022)**

#### **Standard 6.7**

The premises will not be used for functions unrelated to the accommodation.

Young people at this home are often unable to use the sports hall facilities as these are used by a club unconnected with this service. The sports hall must be available to these young people at all times, and it should have appropriate equipment to enable them to take part in fitness activities.

**Action: The Registered Person to give notice to the club using the sports hall with not longer than three months to vacate the building (Action required by 4 April 2022)**

## **Regulation 5**

**(2) The registered manager must lead and manage the regulated activity in a way that is consistent with the Statement of Purpose.**

There has been no registered manager since September 2021. A manager, whether registered or interim, must be given authority to make changes and lead the service. Currently there are a number of levels of management involved in decision making, with the interim manager unable to make the simplest of decisions. This has also resulted in some staff members not following guidance. Staff members consulted described a chaotic culture of leadership.

**Action: The Registered Provider to recruit a permanent manager to be registered. The interim manager to be given authority to manage the service. (Action required by 25 April 2022)**

## **Regulation 18 Premises and equipment**

(1) The registered provider must ensure the premises are:

- Safe and suitable for the regulated activity;
- Be of sound construction and kept in a good state of repair externally and internally;
- Ensure the premises are furnished and equipped to a standard that is appropriate to the needs for the care receiver and in accordance with his or her personal plan.

The premises are in a state of disrepair. Some of the repairs are not robust and the young people could be at risk as a result of this. The environment is not homely (Standard 6) and there is a lack of activities such as board games and crafts to support the young people's needs. The building is not secure due to a lack of robust signing in/out procedure. Members of staff have to leave the main lounge to open the main door, leaving other colleagues at risk.

**Action: The Registered Provider to take immediate action for repairs to be made internally and for this to be of a high standard to make it more difficult for damage to be caused on a regular basis. Immediate action regarding signing in procedure. (Action required by 11 April 2022)**

**Regulation 3 Conditions of registration**

(f) The Commission must impose the following conditions upon the registration of a provider:

Where the regulated activity is a care home service, to provide care only

- (i) To a stipulated number of care receivers at any one time who may be accommodated in particular rooms.

On two occasions since the last inspection in November 2021, the Provider has been in breach of regulations. The Regulation Officer noted on 24 March 2022 that a care receiver had been moved to an unregistered room as a result of damage caused.

**Action: The Registered Provider must provide an assurance that unregistered rooms will not be used and that young people will not be admitted to the home unless a registered room and appropriate staffing is available. (Action required by 1 April 2022)**

**Timescale for remedial action to be taken:**

The registered persons must demonstrate compliance with these regulations on or before **25 April 2022**.

***This notice is served in accordance with Regulation 34 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018.***

***It should be noted that if you fail to comply with an improvement notice within the time period stated, the Commission will consider referring you to the Attorney General with a view to potential prosecution. A person who commits an offence under this Regulation is liable to a fine of £50,000.***