



Jersey Care  
Commission

## **INSPECTION REPORT**

**Oakwell**

**Care Home Service  
(Short Breaks Centre)**

**Park Estate, Rue Des Genets  
St Brelade  
JE3 8EQ**

**11 and 26 October and 10 November 2023**

## **THE JERSEY CARE COMMISSION**

Under the Regulation of Care (Jersey) Law 2014, all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 (as amended) 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 Oakwell Short Breaks Centre, which is registered as a Children's Home. The service is situated in the parish of St Brelade on a quiet residential estate.

Oakwell is a bungalow featuring five bedrooms, designed to offer accessible and comfortable living for children and young people with physical disabilities. The residence includes a fully equipped interactive sensory room, a hydrotherapy pool, and bedrooms and bathrooms equipped with built-in mobility aids, such as height-adjustable baths and tracking hoist systems.

A spacious open-plan lounge/diner/kitchen provides direct access to the bedrooms and a large, well-maintained garden. One of the bedrooms serves as a staff sleeping room, purposefully located next to the office, away from the main living area and bedrooms of the children/young people.

The short breaks service is designed for children/young people with disabilities, allowing them a chance to spend time away from their primary carers.

During these breaks, they engage in a variety of activities of their choosing. Short breaks serve as opportunities for children/young people to grow their independence, emotional resilience, and confidence.

Additionally, short breaks also provide parents and carers respite from their caregiving responsibilities. These breaks may extend overnight, but they are also offered for shorter durations, allowing caregivers a valuable break and some time for themselves.

Regulated Activity	Children's Home Service
Conditions of Registration	<p><u>Mandatory</u></p> <p>Type of care: nursing care, personal care, and personal support.</p> <p>Category of care: Children and Young People (0-18)</p> <p>Maximum number of care receivers at any one time: 5</p> <p>Maximum number in receipt of personal care / support / nursing care: 5</p> <p>Age range of care receivers: 0-18 years</p>
Dates of Inspection	11 and 26 October and 10 November 2023
Times of Inspection	10:00-13:20, 13:30-18:00, 11.30-13:00
Type of Inspection	Announced
Number of areas for improvement	Two
Number of care receivers using the service on the day of the inspection	Three

The Childrens Home service is operated by the Government of Jersey Children's Social Care Service and a Registered Manager is in place.

At the time of this inspection, there were 15 children/young people receiving care from the service.

Since the last inspection on 18 and 25 October 2022, the Commission received a revised Statement of Purpose (SoP) on 26 April 2023. This was to reflect the changes to the bed state, which has gone from five beds to four beds and one bed for staff to sleep in.

## **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.

The service ensures that children and young people receiving care are protected and receive exceptional care from a committed and passionate staff team. The staff prioritise the well-being and welfare of the children/young people, working collaboratively to ensure their needs are met.

The staff team reported feeling the pressure caused by staff vacancies. The team continued to work effectively despite this.

Staff recruitment has proven challenging, leading to the temporary closure of the children's home on Sunday mornings, with reopening scheduled for Monday afternoons due to insufficient staffing levels. The Registered Manager provided assurance that this has not adversely affected service delivery, as they have successfully reorganised alternative care packages.

A carefully designed environment has been created to cater to the needs of the children/young people. It strikes a balance by offering personal spaces for privacy

while providing shared facilities for communal support and activities. All areas are accessible and thoughtfully adapted, allowing comfortable recreational time for the children/young people.

Emphasis is placed on enteral feeding and medication training, which is prioritised and initiated for all staff members during their induction period. This ensures that the entire staff team is well-prepared to provide support in these critical areas for any children/young people accessing the service who may require assistance, thereby ensuring safety and efficiency.

The service employs registered nurses to address the nursing requirements of the children/young people. However, there has been a notable decrease in nursing staff numbers, prompting the consideration of utilising agency nurses.

The Regulation Officer observed that the management of medications in the children's home was comprehensive. This included weekly audits and stock checks of medications undertaken by the registered nurse and senior staff members.

Staff recruitment is conducted with a focus on safety, with oversight provided by the Registered Manager in collaboration with the organisation's broader human resource (HR) department.

The service provides detailed care plans and risk assessments for each care receiver accessing the service. The plans are tailored to address every care receiver's specific needs and circumstances.

The Registered Manager's oversight of the children's home's health and safety governance, including fire safety, is thorough, with evidence of systematic organisation.

The Regulation Officer was assured that mandatory training and staff supervision is managed and delivered as recommended by the Children's Home Standards.

Significantly, the feedback received from parents and professionals consulted during this inspection was positive about the service.

## INSPECTION PROCESS

This inspection was announced and notice of the inspection visit was given to the Registered Manager on the day before the visit. This was to ensure that the Registered Manager would be available to facilitate the inspection. During the initial inspection, two regulation officers were present. However, one Regulation Officer conducted the inspection for the two follow up visits.

The inspection was completed on 11, 26 October and 10 November 2023. The follow-up visit on 26 October 2022, was conducted when children/young people were present, allowing the Regulation Officer to receive feedback from them directly.

The Children's Home Standards were referenced throughout the inspection.<sup>1</sup>

This inspection focussed on the following lines of enquiry:

- **Management of the service**
- **Care and support**
- **Choice and safety**

Prior to our inspection visit, all of the information held by the Commission about this service was reviewed, including the previous inspection report, notifications including safeguarding incidences, the most recent Statement of Purpose and the 'Independent persons monthly regulation 31 report.'

The Regulation Officer actively sought feedback from two of the children and young people utilising the service, and three parents of those accessing the service.

---

<sup>1</sup> The Care Home Standards and all other Care Standards can be accessed on the Commission's website at <https://carecommission.ie/Standards/>

Additionally, the Regulation Officer engaged in conversations with eight staff members to gather their feedback.

The views of three professionals from partner agencies were also obtained as part of the inspection process.

During the inspection, records, including policies, care records, risk assessments, staff personal files, incidences and notifications, were examined. The inspection included a tour of the premises.

At the conclusion of the inspection, the Regulation Officer provided feedback to the Registered Manager.

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 improvement plan is attached at the end of the report.

## **INSPECTION FINDINGS**

At the last inspection in October 2022, no areas for improvement were identified that required any follow up on this visit.

### **Management of the service**

The Standards outline the Provider's responsibility to ensure that where people stay is right for them and safe. There will be a management structure in place, with an integrated organisational and governance framework, which is appropriate to the needs, size and complexity of the service.

The service is operated by the Government of Jersey through Children, Young People, Education and Skills (CYPES) department. Policies for this provision are shared across the CYPES services. During the inspection, the Regulation Officer reviewed several health and safety policies, noting that some were out of date. This

is a broader service issue and not exclusive to this home. This is an area of improvement.

The staff team reported that they are currently experiencing a period of instability and several challenges. Despite these challenges, the team continues to collaborate effectively, minimising the impact on service delivery.

Recognising the challenges and maintaining consistency in team communication would significantly support addressing these issues. Implementing regular team meetings and evaluating communication channels could be instrumental in overcoming these hurdles. The feedback from the staff team, shared by the Regulation Officer with the Registered Manager, highlights the importance of focusing on this as an area of development going forward.

The numbers of nursing staff vacancies have increased, due to the departure of two of the three registered nurses within the service. Challenges in recruitment for these positions have prompted the Registered Manager to consider the possibility of hiring agency nurses.

Nursing staff also function as team leads with added responsibilities, such as supervising senior residential child care officers (RCCO's). The diminished nursing staff may require exploring alternative approaches to medication management and reorganising additional responsibilities among other team members. Staff reported feeling concerned about potentially taking on additional responsibilities that had previously sat within the nursing team.

The service has a small group of regular bank staff to assist the team in delivering services during staff shortages and to cover instances of sickness or annual leave.

The Registered Manager and the staff team strive to work together with the parents and carers of the children/young people. The Registered Manager oversees the handling of feedback and complaints, there is a clear complaints process, openness and transparency is encouraged.

An in-house induction programme ensures staff member's safety and competency. The induction programme encompasses a range of essential/mandatory training, familiarising staff with various aspects of their roles and an introduction to policies and procedures related to service delivery. Additionally, shadowing sessions are completed. Senior staff members sign off on induction competencies with oversight from the Registered Manager.

A structured process for staff supervision is in place. Senior team members, including nurses and senior RCCO's, supervise other staff members. Supervision is completed monthly.

Staff reported that they had concerns in raising workplace concerns or escalating complaints. This hesitancy they informed the Regulation Officer was linked to a perception that issues may not consistently be resolved.

Feedback from both staff members and the Registered Manager highlighted staff rotas as a prominent concern. The Regulation Officer was advised that conversations were already underway between the Registered Manager and senior staff members regarding improvements to the rota management.

### **Care and support**

<p>The Standards outline that people in receipt of care and support should experience compassion, dignity and respect. Children/young people, where appropriate should be involved in all decisions relating to their care and support in a way that respects their rights, individuality and beliefs.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

The staff team demonstrated compassion, skill, and dedication in their roles, providing valuable care and support to the children and young people accessing the service. The Regulation Officer observed direct care delivery during one of the inspection days. The staff team demonstrated a clear understanding of the children, promoting a positive, relaxed atmosphere that prioritised the children/young people's preferences. Care was centred on the wishes of the children/young people, with inclusive decision-making evident during meals and activities, accompanied by laughter. Additionally, staff members were observed effectively utilising

communication tools to engage with the children/young people. This is an area of good practice.

The Regulation Officer examined the personal care records; the records contained high-quality documentation detailing children/young people's overall needs and the planned care for optimal outcomes. Regular reviews of care plans were evident, reflecting a commitment to ongoing assessment and adjustment.

Communication assessments are completed for each care receiver; this leads to the implementation of communication tools bespoke to each individual, such as pictorial boards. As a result, these children and young people are provided with choices and consulted on the care they receive.

The staff team receives support in fulfilling mandatory training requirements and any specialised training pertinent to their roles. Feedback from staff members was that they appreciate the provision of training opportunities. Staff reported that training is discussed during supervision sessions, which is helpful for considering training opportunities.

The pool is currently unavailable due to an ongoing refurbishment program and its surrounding area. Upon completion, it is expected to resume providing a safe and enjoyable environment for the children/young people to experience.

The staff described consistently thinking of initiatives to improve the children/young people's experiences, including plans to implement memory boxes for each care receiver. These boxes would serve as a store for meaningful mementoes from special events and moments experienced during their time at Oakwell. Examples of items that the children/young people may include are photographs, artwork, and favourite books enjoyed during their stay.

The transition process for children/young people new to the service is carefully managed and supported, allowing ample time for preparation and planning. The plan is developed in partnerships with parents, the children/young people and other relevant professionals. This includes a matching process and impact risk

assessment for children/young people sharing facilities and new admissions, with an awareness of the mix and specific needs of each child/young person. The Registered Manager highlighted that an induction period for a new child/young person could range from six weeks to three months.

Parents of children and young people who access the service provided positive feedback:

*“I love that the team listen; they are very open to listening to my feedback or ideas.”*  
*“xxxx is taken all over the place by the team at Oakwell; xxxx gets to experience things that I am not always able to do with them.”*

*“Oakwell is a lovely environment to walk into.”*

*“I have lots of trust in the team; I can only say positive things about the team and the service.”*

*“The staff are always out and about with xxxx; they have given xxxx lovely experiences.”*

*“my xxxx loves going to Oakwell, xxxx gets so excited.”*

Additionally, children/young people using the service provided the following feedback:

*“Nothing is too much trouble for the staff team.”*

*“I love coming here; it is good fun. I like the staff, and I get to choose what I want to do.”*

## Choice and safety

The Standards outline the Provider's responsibility to ensure that people will feel safe and are kept safe. People will be supported, enabled, and empowered to be as independent and autonomous as practicable. People's rights will be supported and protected.

Bedrooms have been decorated in collaboration with the children and young people who use the service. While the decoration of the rooms cannot be individually tailored for each child as different individuals use them, the bedding and other personal belongings are specific to each child and young person when using the rooms.

The team undergoes annual manual handling training specifically tailored to the home's unique needs, given the regular use of tracking hoists and other specialised equipment for safe moving and handling. The Registered Manager recognises the expertise within the team and a staff team member has been identified to undertake the 'train the trainer' moving and handling learning, allowing them to deliver training to the rest of the team subsequently. This approach is considered an area of good practice.

Staff recruitment is conducted with a focus on safety, with oversight provided by the Registered Manager in collaboration with the organisation's broader HR department. The Registered Manager actively participates in the shortlisting, interviewing, and selecting candidates. Following recruitment, the Registered Manager reviews references and Disclosure and Barring Service (DBS) checks as initially verified by the HR department; this ensures a thorough assessment of the candidates' suitability.

The facility offers additional amenities such as a hydrotherapy pool and specially adapted vehicles to enhance the comfort, accessibility, and enjoyment of the children/young people. All staff members undergo training to operate the vehicles safely and competently, and they also receive training to conduct safety checks for the pool, ensuring its secure and proper use.

The Registered Manager took measures to ensure that the essential training, health, and safety protocols, and building maintenance were in place to facilitate this service's effective and secure operation. Health and safety files were readily accessible, and appropriate staff 'sign offs' were documented for specific procedures when required. Additionally, there was clear evidence of routine audits pertaining to health and safety matters, including equipment inspections. This is an area of good practice.

Fire safety procedures were checked during the inspection. A fire evacuation plan and a fire precaution logbook were in place. There was evidence that fire alarms were being tested every week and all other fire safety instructions provided by the island fire service were being adhered to.

Clear safeguarding processes are implemented, with the Registered Manager providing details of two safeguarding incidents over the year. Both incidents were handled appropriately, and the correct procedures were followed. The Registered Manager reported that incidents are discussed in team meetings to allow for reflection and learning.

Children/young people are given the autonomy to choose their meals and are provided opportunities to participate in the preparation and cooking process. All staff members are trained in food hygiene, and special attention is given to considerations of allergies and sensitivities.

Historically, nurses on site have provided first aid, but due to the reduced nursing team, the Registered Manager is reassessing this practice. All members of the staff team possess first aid training; there is consideration of designating a nominated first aider from the wider staff team.

It was apparent that the medication policy in the home was being followed. All staff members are trained in administering and dispensing medication, and the service adheres to annual competencies in this area. The team benefit from having access to a qualified assessor, which allows for the smooth delivery of the annual competencies. This is an area of good practice.

## IMPROVEMENT PLAN

There were two areas for improvement identified during this inspection. The table below is the Registered Provider's response to the inspection findings.

<p><b>Area for Improvement 1</b></p> <p><b>Ref:</b> Standard 1.5</p> <p><b>To be completed by:</b> 12 months from inspection</p>	<p>The service is operated by the Government of Jersey through Children, Young People, Education and Skills (CYPES) department. Policies for this provision are shared across the CYPES services.</p> <p>During the inspection, the Regulation Officer reviewed several health and safety policies, noting that some were out of date.</p> <p>Essential policies used by the home require review and updating.</p> <p><b>Response of Registered Provider:</b></p> <p>As stated the service uses essential policies provided under CYPES. As such we are awaiting updated policies to be cascaded. I have escalated this to the head of Health and Safety for CYPES, with a request for a review of the Health and Safety policies.</p>
<p><b>Area for Improvement 2</b></p> <p><b>Ref:</b> Standard 2.4</p> <p><b>To be completed by:</b> within 3 months of inspection</p>	<p>The inspection has evidenced that the staff team is going through a phase of instability. Insights from the inspection emphasise that the recent departures of team members and communication challenges have contributed to the team feeling unsettled.</p> <p>To address this, it's imperative that communication methods with the staff team are further developed; to ensure that a resilient work environment is progressed.</p>

**Response of Registered Provider:**

Developments since the inspection date-

1-Team meetings have been re-instated after the school holidays. Oakwell do not conduct team meetings in the school holidays as we have an open communal area and, alongside confidentiality issues, the staff team are focused on the children throughout the day.

2-A referral has been sent to the wellbeing team in order to arrange an away day for team building. A bespoke package is being arranged.

3-Senior management have consulted with the staff team for feedback around concerns and have answered questions around areas that have been causing anxiety.

4-Two permanent Residential Child Care Officers (RCCO) have been appointed one prior to the inspection who started work in December and one who will start in February 2024.

5-One agency nurse and one agency RCCO are now working at Oakwell.

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  
1<sup>st</sup> Floor, Capital House  
8 Church Street  
Jersey JE2 3NN

Tel: 01534 445801

Website: [www.carecommission.je](http://www.carecommission.je)

Enquiries: [enquiries@carecommission.je](mailto:enquiries@carecommission.je)