



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

Inspection Report on

Ty Storrie Children`s Home

Cardiff

Date of Publication

Tuesday, 27 June 2017

Welsh Government © Crown copyright 2017.

You may use and re-use the information featured in this publication (not including logos) free of charge in any format or medium, under the terms of the Open Government License. You can view the Open Government License, on the National Archives website or you can write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk
You must reproduce our material accurately and not use it in a misleading context.

Description of the service

Ty Storrie is registered with the Care and Social Services Inspectorate Wales (CSSIW) to provide short breaks for up to 8 children at any one time. The registered manager is Sian Jones; the registered provider is Action for Children and a responsible individual has been nominated.

Summary of our findings

1. Overall assessment

Overall, we found that the welfare and well being of children is not consistently promoted and that the care of children has been adversely affected by the absence of permanent and qualified staff; the employment of inexperienced staff and inconsistent management and leadership.

2. Improvements

We did not identify any improvements in the well being or the care and support of children or in the leadership and management of the home. Some new sensory equipment and pictures have been fitted.

3. Requirements and recommendations

During this inspection, we identified areas where the registered provider is not meeting legal requirements and that this is adversely affecting the experience and well being of children. Therefore, we have issued non compliance notices in relation to the welfare and the care and supervision of children and the staffing of the home. Details of the actions required are set out in a non compliance report attached to this report.

We also identified non compliance in relation to staff employment checks, information about the staffing of the home, staff support and supervision and the availability of copies of the relevant regulations and national minimum standards. No non compliance notices are issued on this occasion, in relation to these areas of non compliance, as no immediate impact was identified for children. We expect the registered person to address all non compliance as a matter of priority and this will be followed up at the next inspection.

We have made recommendations in regard to; the management of the home, the management of risks and compatibility between children, placement planning and reviewing processes and record keeping. These are included later in this report

1. Well-being

Summary

The welfare and well being of children is not consistently promoted and evidence of how they benefit from staying at the home is limited.

Our findings

Children cannot be confident they will consistently receive responsive care from staff that know them well and are familiar with their needs. We saw children that appeared confident as they went about their routines and that staff were intuitive in communicating with them. We saw children receiving emotional warmth and affection from staff and responding well to their cues to calm 'excitable' behaviour. Feedback from staff, however, indicates that some non permanent staff have not had relevant experience and that children have not been confident and able to relax when with them.

Children are treated with dignity and respect. We saw a child responding well to the discrete and affectionate way staff supported them when they needed personal care.

Compatibility between children was not consistently good. We saw staff ensuring that children were not unduly affected by other children's behaviour but feedback from staff indicated that some children had been quite unsettled when staying together at the home. They said that managers had made decisions that some children would share short breaks when it had previously been agreed this was not appropriate. They said this had resulted in children becoming anxious and stressed and that some staff had been injured attempting to manage their presenting behaviour.

Children are not consistently supervised and protected from avoidable risks. For example; we saw that there was a piece of broken plastic on the floor where a child was playing. This was a piece of electrical cable trunking which was about six inches long and had a pointed end. We had drawn staff attention to the risk from sharply pointed plastic trunking earlier in the week.

The purpose of children staying at the home is not made adequately clear and monitored. Children's files hold lots of information but have not been structured to correspond with legal requirements. We could not see 'placement plans' that included the specific objectives for children staying at the home and records of 'service reviews', included only a brief summary of their experience during short breaks. Some of these 'reviews' had no dates to indicate the period they related to or signatures to know who had participated in them. We recommend, as we did at the last inspection, that placement planning and reviewing processes are improved; provide greater clarity about the purpose of children staying at the home and better evidence of how they benefit from doing so. This evidence should include, for instance, the activities they have been involved in; whether they are happy and content or distressed or unsettled. It would be helpful to see evidence that staff monitor their relationships with others and how they respond to being away from their families.

2. Care and Support

Summary

The care and support of children is compromised by the absence of permanent staff; low staff morale and the employment of some inexperienced and unqualified staff.

Our findings

A sufficient number of suitably qualified and experienced staff has not consistently been employed to safeguard and promote the well being of children.

Managers said that the home employs eleven permanent staff and that ten of these held relevant qualifications. However, they acknowledged that two of these staff had left; two had been on long term absence and two had been seconded to other positions. Staff said that the two seconded staff had not been replaced and that several of the remaining permanent staff had been under pressure. Most of the staff we spoke with said they no longer enjoyed working at the home; some said they had looked for new jobs and one said they were due to take up a new position elsewhere.

Agency staff have been employed to cover staff absences and feedback from staff indicates that this has impacted on the quality of care children receive. They told us that some short breaks have been cancelled at short notice and that this has caused considerable inconvenience for children's parents. We were told that some agency staff had simply not turned up for work, resulting in agreed staffing ratios to support children not being provided. We were told by staff that some trips out had been cancelled because of staff shortages and that new staff were not familiar with the children or the home's approach to caring for them. Permanent staff said they had not been consistently able to focus on caring for children when inducting and supporting new staff.

Staff told us there had been occasions when agency staff had turned up to work when there were already enough staff on duty and that 'sessional staff' that were more familiar with the children had been sent home. They said they were told this was because agency staff had to be paid, whilst sessional staff shifts could be rearranged. Managers said that all staff vacancies had been advertised and that some agency staff had since become regular employees and had applied for permanent positions at the home.

Records for the employment of agency staff did not include all of the information necessary to comply with regulations. These did not include details of their previous experience or whether they were registered with the Care Council for Wales (now renamed 'Social Care Wales').

3. Environment

Summary

The premises were not considered in detail at this inspection.

Our findings

The home is suitably spacious and equipped but décor and paintwork looked tired and in need of refreshing in some areas. Some new sensory equipment and wall murals have been installed.

The garden area provides security and privacy for children playing and we were told that a local business is intending to pay for new outside play equipment.

4. Leadership and Management

Summary

The leadership and management of the home has not consistently ensured that it has made proper provision for the welfare and supervision of children and that sufficient qualified and experienced staff have been employed to meet their needs.

Our findings

The registered manager has been absent from the home since October 2016 and has not been replaced by a full time and suitably qualified manager. An interim manager was appointed for an initial period of six weeks but the absence of the registered manager became extended. Management arrangements have included a part time registered manager from another similar home and support from another 'Action for Children' manager. A new person has been appointed to manage the home from 3rd April 2017 and will make application to the CSSIW to be registered as the home's manager.

Staff were not confident about the management and leadership of the home. Many said they felt undervalued and criticised by managers, who they felt had little insight into their work. Some said that managers' priorities had shifted and that they had created a culture where staff were insecure and afraid of losing their jobs. They said that some managers had a greater interest in identifying poor practice than improving the service and that some seemed more interested in soft furnishings than children. Staff said they felt generally under scrutiny but had not received regular supervision where any apparent concerns could be discussed. Staff raised concern that training certificates had appeared in their files for training they had not attended and have since told us that managers had said this had been as a result of an error.

Managers were unable to locate a copy of the Children's Homes Regulations or the National Minimum Standards during the inspection or an up to date statement of purpose; children's guide or quality of care review report. A statement of purpose has since been provided but needs improving in some areas. It does not make sufficiently clear the home's arrangements for dealing with the review of children's placement plans. It seems to make reference to a review of the service more than a review of the experience of children using the service and the degree to which individually agreed placement objectives are fulfilled. It makes reference to the role of CSSIW in regard to complaints that could be misleading.

Records confirm that visits have been made to monitor the standard of care provided at the home and that consultation has taken place with children and staff. However, the reports indicate that the focus of consultation was not always about the care provided at the home; the records of several conversations with children being about their school day and not about their care at the home. These reports provided evidence of feedback from staff about management changes that was much more positive than that provided during this inspection and did not conclude with a stated opinion about the standard of care provided at the home. A quality of care review report, dated April 2015 to March 2016, showed evidence of the monitoring and reviewing of the service and plans for its ongoing development but was now, not current. A review report, for April 2016 to end of March 2017, should be completed and provided to CSSIW as a matter of priority and we recommend that it includes evidence of the level of compliance with the objectives set out in the home's statement of purpose and in the placement plans for children.

5. Improvements required and recommended following this inspection

5.1 Areas of non compliance from previous inspections

No areas of non compliance were identified at the last inspection.

Areas of non compliance identified at this inspection

During this inspection, we identified areas where the registered provider is not meeting legal requirements and that this is adversely affecting the experience and well being of children. We have issued a non compliance notice in relation to the welfare and the care and supervision of children and the staffing of the home. Details of the actions required are set out in a non compliance report attached below.

We also found that the home was not compliant with:

- Regulation 28 (4) Schedule 4 (2). This is because the home was unable to provide a record of all persons working at the home and evidence of their experience, qualifications and suitability. As a result; it was not clear whether some staff working at the home were suitable.
- Regulation 26 (2) (d). This is because full and satisfactory information or documentation was not available for all staff. As a result; it was not clear whether some staff working at the home were suitable.
- Regulation 34. This is because managers were unable to make available a copy of the children's homes regulations and National Minimum Standards. As a result, staff and managers would not be able to refer to these to understand the requirements of regulations and standards and ensure the home was complying with them.
- Regulation 27 (4) (a). This is because not all staff had received regular and formal supervision. As a result, staff felt in fear of losing their jobs and uncertain about their managers' expectations or views about them. Managers had not optimised the performance of the home's workforce.

No enforcement action is being taken at this time in relation to these areas of non compliance because no specific or immediate impact on children was identified. The registered provider is expected to take any necessary action to address these issues.

5.2 Recommendations for improvement

We recommend that;

- a suitably qualified and experienced manager makes application to CSSIW to register as the manager of the home as a matter of urgency;
- placement planning and reviewing processes provide clarity about the purpose of children's placements and evidence of how they benefit from attending short breaks at the home;

- written compatibility and risk assessments are implemented to improve 'matching' and reduce any potential risks between children;
- children are at all times safeguarded from avoidable risks in their environment;
- case records are maintained on behalf of children's placing authorities that include all information and records specified in Schedule 3 and
- an up to date quality of care review report is provided to the CSSIW as a matter of priority and includes evidence of the monitoring and reviewing of the service for the previous twelve months and includes an improvement plan for any areas of improvement identified as necessary.

6. How we undertook this inspection

The methodology for this inspection was informed by concerns raised with CSSIW.

These included concerns that children were not consistently safeguarded and that managers and staff were not sufficiently skilled, experienced and qualified to ensure the safe care of children and the effective delivery of the service.

- Observation of the quality of life and well being of children.
- Observation of the quality of engagement between staff and children.
- Observation of the supervision of children.
- Verbal consultation with residential support staff and managers.
- Consultation via questionnaires with staff and children's parents.
- Viewing written records and documentation.
- Viewing the premises.

Further information about what we do can be found on our website www.cssiw.org.uk

About the service

Type of care provided	Childrens Home
Registered Person	Action for Children
Registered Manager(s)	Sian Jones
Registered maximum number of places	8
Date of previous CSSIW inspection	08 June 2016
Dates of this Inspection visit(s)	15/03/2017-17/03/2017– 21/03/2017 and 30/03/2017
Operating Language of the service	English
Does this service provide the Welsh Language active offer?	No
Additional Information:	



Care and Social Services Inspectorate Wales

Care Standards Act 2000

Non Compliance Notice

Childrens Home

This notice sets out where your service is not compliant with the regulations. You, as the registered person, are required to take action to ensure compliance is achieved in the timescales specified.

The issuing of this notice is a serious matter. Failure to achieve compliance will result in CSSIW taking action in line with its enforcement policy.

Further advice and information is available on CSSIW's website
www.cssiw.org.uk

Ty Storrie Children`s Home

Cardiff

Date of publication: **Tuesday, 27 June 2017**

Quality of leadership and management

Non-compliance identified at this inspection and action to be taken

Description of Non Compliance / Action to be taken	Timescale for completion	Regulation number
The registered person must ensure that the service is at all times compliant with regulations; that the care and support needs of children are consistently provided for and that there is better evidence of their experience of staying at the home.	01-Aug-2017	11 (1) (a)
The registered person must ensure that no less than 80% of staff hold relevant qualifications	01-Aug-2017	25 (1A)
The registered person must ensure that no less than 90% of the home's staff are permanent employees.	01-Aug-2017	25(2A)

Regulation 11 (1) (a)

This is because the home has not been conducted so as to consistently promote the welfare of children.

Evidence of this includes;

- feedback from all staff consulted with indicated that the management and leadership of the home had been inconsistent. They said that the priorities of managers had changed as well as their approach to staff management and that temporary managers did not have the necessary experience to manage the home.
- feedback from all staff consulted with indicated that they felt demotivated and insecure
- the manager and staff told us that some children's short breaks had been cancelled because of staff shortages or because of a lack of suitably experienced staff
- staff told us that the manager had made decisions that some children would share short breaks despite previous agreements that this was not appropriate. They said that the behaviour of some children impacted on the well being of children they shared short breaks with and that staff had struggled to manage the behaviour that resulted between some children. One staff member told us they had been hurt when trying to manage such behaviour.

- we saw there was insufficient clarity in children's placement plans about the purpose and objectives of their short breaks and a lack of evidence about how they benefit from staying at the home.

The impact of this is that some children have been less confident and secure when attending short breaks and some children's behaviour has been challenging as a result.

Children and staff have been exposed to avoidable risks; staff commitment and motivation has reduced and there is little evidence to demonstrate a clear purpose to children's short breaks or that any objectives set out in their placement plans have been met.

Regulation 25 (1a).

This is because the registered person has not ensured that at all times, having regard to its statement of purpose, and the number and needs of the children, and the need to safeguard and promote their welfare, that there were sufficient number of suitably qualified, skilled and experienced staff working at the home.

Evidence of this includes;

- The manager confirmed that ten of the eleven permanent staff held relevant qualifications. However, they confirmed that two had recently left, two had been absent on a long term basis and two had been temporarily seconded to other positions.

The impact of this is that children had not been cared for by staff who knew them well and were familiar with their needs; and are not confident in temporary staff that do not understand or respond consistently to their needs and behaviours.

Regulation 25 (2A).

This is because the registered person has not ensured that no less than 90% of staff working at the home are permanent employees.

Evidence of this includes the frequent employment of sessional and agency staff. This was confirmed by managers and seen in staffing rotas.

The impact of this is that staff are not consistently familiar with the needs of the children and the home's approach to caring for them. Permanent staff have not consistently been able to focus on the care and support of children because of providing support and induction to non permanent staff.