

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET COMMITTEE CORPORATE PARENTING

26 NOVEMBER 2020

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

CARE INSPECTORATE WALES (CIW - FORMERLY CSSIW) INSPECTION OF CHILDREN'S RESIDENTIAL CARE HOMES

1. Purpose of report

- 1.1 To present to the Cabinet Committee the reports and associated Action Plans following the CIW inspections regarding Maple Tree House (September 2019, February 2020 and August 2020) and Harwood House (July 2019).

2 Connection to corporate well-being objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015:-**

1. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
2. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 Care Inspectorate Wales (CIW) are responsible for inspecting all regulated care and support services, including Children's Homes, in Wales. Inspections consist of four key stages: 1) inspection planning and preparation, 2) the inspection visit, 3) feedback, and 4) reporting. During the process, inspectors will make judgements as to how well the service is performing under four core themes: 1) well-being; 2) care and support; 3) environment; and 4) leadership and management.
- 3.2 In the case of children's homes, CIW will make annual inspections as part of their rolling programme. There are two main types of inspection:
 - **Full Inspections:** During a full inspection CIW will check that providers are providing a service according to the law. They will also check that the service is meeting the conditions of their registration and operating in line with their Statement of Purpose.

- **Focused Inspections:** These normally happen when concerns are raised or to follow up on areas of improvements identified at previous inspections. This type of inspection may only look at some aspects of a service.

3.3 All CIW inspections are unannounced, although in exceptional circumstances, they may contact the service a day or so in advance to minimise disruption or distress.

4. Current situation / proposal.

4.1 The CIW full inspection reports are attached at **Appendices 1, 2, 3 and 4.**

Summary of findings:

4.2 Maple Tree House (September 2019) **Appendix 1**

The overall assessment stated that:

Overall, young people who live, or have lived in Maple Tree House since it opened in December 2018 have not received care and support from a stable staff team or which is consistent with the service described in the statement of purpose. The service had changed its model and name from the former Newbridge House; the implementation of this had proved to be a challenge. There was a temporary manager in post at the time of inspection. Staff felt improvements were being made but highlighted the home had been through an unstable period where morale was low amongst the staff team. Improvements are required in relation to decision making around admissions of young people to the home. Staff members feel supported by the temporary manager but they have not received regular supervision or training to equip them with the skills to manage the complexities of young people's behaviours. Improvements are also required to the specific guidance for staff to enable them to manage the complex needs and behaviours of the young people the service seeks to care for, as well as the implementation of therapeutic approaches to working with the young people living in the home. The home environment is generally suited to the needs of young people but it shows signs of damage. Quality assurance systems are not robust and have failed to identify shortfalls within the service.

4.3 During the inspection 5 areas of non-compliance were identified by CIW for which they issued non-compliance notices. A further 6 areas of non-compliance were also identified during the inspection, however, on this occasion CIW did not issue any notices as "there was no immediate or significant impact for the people using the service". All areas of non-compliance can be found in section 5.2 of the report in **Appendix 1.**

4.4 In addition to the areas of non-compliance the CIW identified further 'Recommendations for Improvement' and these can be found in Section 5.3 of the report in Appendix 1.

4.5 Maple Tree House (February 2020) **Appendix 2**

The overall assessment stated:

This was a focussed inspection to test compliance on the outstanding non-compliance raised at the previous inspection in September 2019, and in particular

those in relation to the well-being, care and support of young people and the leadership and management of the service. Whilst there have been some improvements made at the service with a more consistent staff team, better oversight of decision making regarding admissions, however, there remains areas of concern. The service has failed to achieve compliance in the specified timeframe and young people do not receive care and support in line with the service's statement of purpose. Improvements are required in the provision of specific and up to date guidance for staff to enable them to manage the complex needs and behaviours of the young people living at the home. Additionally, improvements are required in relation to the recording systems, staff training and support, safeguarding, incident management, the implementation of therapeutic support, admissions and discharge of young people and the responsible individuals' oversight of the service. Governance and quality assurance arrangements are in place but these require strengthening and action is required by the responsible individual to ensure that the service complies with legal requirements.

4.6 However, it was reported that the following improvements had been made:

- All about me documents were completed with young people to provide a better understanding of their wishes and feelings when placement searches commence.
- Time is set aside for staff to complete paperwork away from being on shift.
- A provider assessment has been developed.
- CIW have been notified in line with legislation.
- Reduction in agency staff being used.

4.7 Of the 5 areas of non-compliance identified at the previous inspection undertaken in September 2019, it was identified that compliance had only been achieved in respect of Regulation 14(1) Suitability of the service:

The service provider must not provide care and support for individuals unless the service provider has determined that the service is suitable to meet the individual's care and support needs and to support the individual to achieve their personal outcomes.

4.8 The recommendations for improvement can be found in Section 5.2 of the report in **Appendix 2.**

4.9 Maple Tree House (August 2020) **Appendix 3**

The Overall Assessment stated:

We carried out a focussed inspection in line with our improvement and enforcement process. This was to test the outstanding non-compliance raised at the previous two inspections in September 2019 and February 2020, relating to well-being, care and support and leadership and management of the service. The service has recently been deemed a service of concern. There have been some improvements made at the home including:

- *Good analysis of incidents and behaviours which has seen a recent reduction in risk taking behaviour for some young people.*
- *There are improved systems to support staff and some young people are engaging better in activities.*

- *Complaints have been responded to appropriately and an increase in direct and independence work with young people.*
- *The behaviour clinic has completed some staff training.*

Despite this, the service has failed to achieve compliance. There continues to be concerns about the service and keeping young people safe. Documentation at the home provides the staff team with limited understanding about the overall needs of the young people to ensure they receive a high standard of care and achieve positive outcomes. Young people's diet is poor and their overall care and support requires improvement. Medication management is poor with continued errors occurring. Training to meet the needs of young people continues to be inadequate and although quality assurance systems have been strengthened, these continue to fail to identify and rectify shortfalls at the home.

4.11 The inspection concluded that Maple Tree House had failed to achieve compliance in relation to the four areas identified in the Inspections undertaken in September 2019 and February 2020.

4.12 Following this most recent inspection at Maple Tree House, CIW notified the Department on 4th September 2020 that an 'Improvement and Enforcement Panel' meeting had been held and that as a result CIW had decided to:

- *Determine that Maple Tree House remains a Service of Concern.*
- *Issue an urgent notice of decision to impose a condition on your registration which will restrict new admissions to the service.*
- *Convene a provider meeting.*
- *Undertake intensive monitoring of the service.*

4.13 Since opening the new model of residential care at Maple Tree House in December 2018, the service has experienced a number of challenges that have contributed to the issues raised in the inspections undertaken and which have had to be overcome in order to take positive forward steps. Such challenges include:

- The initial service model was for an on-site psychologist to assess the therapeutic needs of young people and guide the approach and care provided by staff to deliver therapy led interventions. Following a number of unsuccessful recruitment campaigns a decision was taken to provide this element of the model through the input of a Behaviour Analyst. Since April 2020 there has been an on-site behaviour analyst (currently provided by the Behaviour Clinic), and there is evidence that this approach is having a positive impact on the way the service is delivered and the outcomes for young people. This has been recognised by Inspectors.
- Since the outset the service has experienced staffing difficulties, including recruitment of permanent staff and high levels of sickness absence. The service has successfully built up a core group of casual staff members many of whom have now applied for a permanent position with the service, with interviews taking place during November 2020. A stable, committed staff team is an essential component of the model and will ensure that the cultural shift and new ways of working are embedded.
- From the outset it was recognized that the current location and premises is not fully compatible with the service that is provided and it is very positive to note that plans are in place for a move to a purpose built facility during 2021.

4.14 Harwood House (July 2019) **Appendix 4**

The Overall Assessment stated:

This was a focused inspection to confirm that the responsible individual had taken the required action, to address the two non-compliance notices issued following the last inspection in December 2018. These related to: providing the service with sufficient care and competence, safeguarding and behaviour management. Following the inspection, the responsible individual submitted a plan detailing the actions the provider intended to take to address the areas of non-compliance.

At this inspection we found that the provider had made progress in all the areas identified, but some of the planned changes had taken longer to achieve than had been hoped due to staffing issues. However, overall children are looked after in a home where the manager and staff team understand their needs and are committed to providing them with care and support which is enabling them to achieve good outcomes.

4.15 The inspection identified that Harwood House had achieved Compliance in relation to the following Regulations:

- **Regulation 29** - Appropriate use of control and restraint
- **Regulation 6** - The carrying on of the home with sufficient care and competence
- **Regulation 26** - The service has not been provided in a way which ensures that individual are safe from harm

4.16 During this inspection a number of areas were identified where actions were needed in relation to regulations in order to fully meet legal requirements and full details of these can be found at 5.2 of the Inspection Report (**Appendix 4**).

4.17 The inspection also made recommendations for improvement and full details of these can be found at 5.3 of the Inspection Report (**Appendix 4**).

4.18 The recommendations were all actioned/completed within timescales and the detail of these can be found in the action plan at **Appendix 6**.

Recommendations and next steps:

4.19 Action Plans were developed in response to the recommendations made by CIW and are attached at **Appendices 5 and 6**. These are monitored by the Group Manager of the Placements and Provider Services Team, during supervision with the residential manager(s) and the Responsible Individual through their routine visits under Regulation 73 of the Regulation and Inspection of Social Care (Wales) Act 2016. As indicated above there are no outstanding actions for Harwood House and there is a comprehensive action plan and support package driving forward the changes and improvements required at Maple Tree House.

5. Effect upon policy framework and procedure rules

5.1 There is no impact on the Policy Framework and Procedure Rules.

6. Equality Impact Assessment

6.1 There are no equality implications in this report.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 The implementation of the duties and responsibilities under the Social Services and Well-being (Wales) Act 2014 (SSWBA) supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the well-being goals of a Healthier and more equal Bridgend and Wales are supported.

7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver wellbeing outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- **Long term:** The residential provision has been assessed to meet the needs of the current and future looked after children population.
- **Prevention:** Harwood House enables children with complex needs to remain living in the county whilst Bakers Way provides respite to support disabled children and young people to remain living within their families. The statements of purpose will support the other residential provisions to run effectively meeting the needs of Looked After Children. Maple Tree House provides accommodation which enables children with complex needs to remain in the community. The multi-disciplinary team facilitates the return of children who are currently placed outside of county. The wrap around support package helps to reduce and prevent 'long term' residential care episodes, transitioning to a return to families or foster care.
- **Integration:** Children and young people have homes in the county borough facilitating familial contact and education provision being provided locally, supporting and maintaining their community and ethnic links.
- **Collaboration:** All of the units have strong links to health, education, police and other local community services to meet the holistic needs of children and young people placed. The units work in close collaboration with other departments within the Local Authority as well to meet service user needs.
- **Involvement:** Each of the residential units have independent rota visits undertaken, are inspected by Care Inspectorate Wales and review feedback from children and young people and their families through meeting or evaluation forms.

8. Financial implications

8.1 At the present time the Local Authority are not able to place children at Maple Tree House due to the restrictions imposed by CIW. Without this key element of our residential provision there is a potential for an increase in costs with children needing to be placed with independent residential provision/providers.

8.2 The actions outlined within the action plans will be undertaken within existing resources.

9. Recommendation

9.1 It is recommended that the Cabinet Committee receives and approves the updated action plans.

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October 2020

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11. Background Documents

None