



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

Inspection Report on

Amberleigh Care Limited

Welshpool

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Description of the service

Golfa Hall was established as a Therapeutic Community in 2005. They are registered with CSSIW as a Children Home. The service provides long term specialist therapeutic care and education for up to 12 boys whose life experiences have been challenging. The home is situated on a main road outside of the town of Welshpool and is set in 8 acres of grounds. The home provides care for young people aged between 11 and 18 (16 years on admission).

Summary of our findings

1. Overall assessment

Young people receive a good standard of care at Amberleigh. The planning is person centred and they provide care for young people with specific needs, which is delivered according to individual need. Young people have opportunities to have their voice heard and their well-being is promoted. The environment of the home is well maintained and safe with regular servicing and maintenance.

2. Improvements

- One lounge had been converted into a gaming room which offered more options in the use of the communal areas
- The staff team were established despite some changes in the previous year

3. Requirements and recommendations

Section five of this report sets out the recommendations to improve the service and the area where the children's home is not meeting legal requirements.

Recommendations are made in relation to: 'More Than Just Words follow on strategic guidance for Welsh language in social care', amendment to the statement of purpose, the frequency of staff supervision and development to the independence programme.

1. Well-being

Summary

Young people are offered warmth and emotional support and are treated in a respectful way by staff. Young people are able to exercise choice and are able to express their voice and their worries and views to staff. There are choices of activities which ensure that young people lead active and fulfilling lifestyles.

Our findings

Young people have a voice and are able to express their views and wishes because their input has influenced the running of the home and delivery of care. This was because they participated in daily community meetings and were responsible for preparing the agenda and making records of these. They discussed and agreed sanctions as a group for any incidents which had occurred in the home and this was supported by members of staff including a member of staff from the therapeutic team. We (CSSIW) were able to observe and be part of the community meeting and found that each young person had an opportunity to speak and had their voice heard. The topics on the agenda were around Christmas and the anxieties that some young people were experiencing. They also discussed and agreed a consequence for a few young people within the home that resulted from a recent incident. The young people had the opportunity to raise any issues or changes as a group. During the meeting one young person requested that the staff rota was put up on the wall for the young people to know who was on shift and this was agreed and actioned. As part of the ending of the community meeting, one young person asked everyone how they felt and they each provided a small explanation as to why they may be feeling the way they described.

There was evidence in case files that young people had opportunities to express individual thoughts during fortnightly link worker sessions. The files evidenced that young people had been offered advocacy and were supported to attend their LAC review meetings in addition to a meeting with the Independent Reviewing Officer to discuss any matters they wished to discuss in their LAC review. Young people also attended group therapy sessions twice a week which staff advised were very beneficial for them. Young people were involved in the recruitment of staff by attending interviews and the manager sought feedback from them as part of their probationary induction period. Young people's thoughts were also sought when a new young person visited the home before a decision was made regarding them moving in. The young people had choice over the decoration of their bedrooms and we were able to see this during our inspection. We saw in records or young people told us that they were supported to maintain family contact as agreed within their care and support plans. Young people have a voice whilst living in the home and know that their views are listened to.

Young people are able to participate in a range of activities. The young people were encouraged to choose leisure activities that they wanted to participate in and their files reflected this. The young people engage and contribute to their community and had opportunities to mix with their peers. This is because the young people and staff take part in a six a side football league and had celebrated recent success. The staff and young people had recently been to an indoor ski centre for their community day out which they do every term; this allowed a fun packed day outside of the normal arrangements which built

on positive relationships. Lots of photographs were taken and this was followed by a celebratory day to recognise success and share memories as a group. In addition to using resources in the community e.g. gym, swimming, canoeing, crazy golf, tubing, fishing, craft, beach BBQ the young people were also able to take part in community groups e.g. police cadets and youth club. Within the home the young people had board games, computer games, pool table, and a choice of televisions and there was a football pitch in the grounds as well as bikes. . There were also plans to develop a further play area with a trampoline in the garden in 2018. Young people had been on holiday away from the home with trips to France and St. Ives. Young people have no reason to be bored and are able to be active or relax according to personal choice.

We found that young people have a sense of belonging and have safe and healthy relationships with the staff team. This is because we observed positive and nurturing interactions between the young people and staff during the inspection. Staff spoke positively about young people and we saw them responding to the young people's needs in a warm, calm and respectful manner. Staff appeared to understand the young person's individual needs. Staff informed us that the young people know how to complain if they wish to but generally the young people are quite open within the community meetings and can request an emergency meeting if an incident or issue arises that they wish to discuss. When either a young person or staff member leaves they celebrate the occasion and a memory garden had been developed to remember all of the young people. Young people experience warmth, attachment and belonging.

This is a service that does not provide an 'Active Offer' of the Welsh language. We recommend that the service provider considers Welsh Government's "More Than Just Words follow on strategic guidance for Welsh language in social care" and includes this information in the statement of purpose.

2. Care and Support

Summary

Young people receive support from a staff team who are well informed of their individual needs. Education is available on site and young people attend regularly and have an opportunity to gain qualifications. Young people are supported to adopt a healthy lifestyle and have their emotional needs met through secure attachment.

Our findings

Young people are supported by a staff team who are well informed of their individual needs. The home received over 250 referrals in the previous year but placed an emphasis upon ensuring they could meet the need of individuals and the mix of young people was appropriate. There were three phases to the referral and placement planning procedure and records confirmed this was undertaken. Initially there was an assessment of suitability, followed by the pre-admission planning and the admission and initial assessment. There was evidence that the staff were included in the assessment of whether they could meet the needs of young people referred for placement. . If this was considered appropriate the home contacted the existing placement and arranged for a visit and then if suitable arranged for the young person to visit Amberleigh. The placement plan was drawn up and the young person was involved in this process. The document started off with consideration of why the young person was placed in the home, looked at targets, individual plans and allowed for comments from young people. These plans were reviewed monthly and risk assessments were updated on a regular basis. . With input from the therapeutic team the staff in the home are well informed about individual need and the impact upon group living of any young person placed in the home.

Young people's engagement with education and attendance at school is supported and their achievements are good. The young people were able to learn and develop to their full potential. This was because there was a school on site which provided the young people with a varied and full curriculum and classes were small. To avoid long periods without school, the term times did not follow the normal pattern, offering more one week breaks and no long break in the summer. One of the young people's files showed that they had 100% attendance at school which reflected an improvement on their attendance prior to moving to Amberleigh. The young people are informed by school staff prior to school starting of any planned events occurring to help prepare them for the day. Young people also receive support in careers advice when they are approaching the point of leaving education. Young people's educational needs are met.

Young people remain healthy because good health and hygiene is practiced and promoted. All of the young people were registered locally with a doctor, dentist and optician and examination of files confirmed that appointments were up to date. The young people had support from the clinical team within the home and their files evidenced that on admission they had assessments completed to determine the young person's individual therapeutic needs and this was reviewed regularly. The young people completed life story work and received therapy sessions weekly to help them develop an understanding of why they were living in Amberleigh. There was also evidence that young people had individual health care

needs met and this included specific physiotherapy, podiatry needs and asthma support. Staff also ensured that a young person completed their agreed exercise routines. Administration of medication whether prescribed or homely remedies was recorded in the young person's daily log and stored in a locked cabinet in the office. Young people have their individual health care needs attended to

Young people benefit from a healthy diet being encouraged. Young people were involved in developing the menus in the home which also included shopping and cooking the food which was supported by staff. It was documented that one young person choose to refuse certain meal choices and sought unhealthy snacks but guidance was given for healthier options. Examination of the records confirmed that young people had fresh fruit and vegetables in their diet and they were able to try new foods. As young people progressed to more independence they had access to a separate kitchen and were able to prepare their own meals. Young people are able to adopt a healthy eating lifestyle.

Young people are able to maintain contact with the people who are important to them within the guidelines of their individual care plan. Files give details of the contact arrangements for each of the young people. There is a separate telephone area in the home which allows young people privacy and if necessary staff are able to supervise. Direct contact is organised by the home and that may be within the home, in the community or in the family home. If the staff supervise contact they will write up the meeting to share with social workers and records are kept on file. Staff support contact with family and others in accordance with individual care plans.

Young people are encouraged to manage their emotions and behaviour in a positive manner. To encourage positive behaviour the home operated a 'privilege system' whereby, an individual 'points system' was in place which enabled the young people to achieve a privileged status which included extended bedtimes extra pocket money and first choice in activities. When measures of control were required they included reparatory contributions for damage to property, chores, increased supervision, early bedtime or a restriction upon activities. Sanctions were discussed at community meetings and young people were often responsible for the decision as to what sanction would be applied. A file was maintained to record any sanctions and this also demonstrated that a consequence could be dropped for good behaviour. All staff were trained in the use of physical intervention which was seen as a last resort. 'Team Teach' was the model of behaviour support used and all staff received annual refresher training following their initial training. This was above the recommendation of bi-annual refresher training. All interventions were recorded in a log and inspection confirmed that there were 38 records for the year prior to inspection. Young people are encouraged and supported to look at coping mechanisms to manage their emotions and behaviour.

Young people have some opportunity to develop their independence skills. Three of the bedrooms offered bedsit facilities for young people undertaking independence programmes. Each young person living in the Omega group were allocated a weekly budget for food etc. and received budgeting advice and independence training. Young people have some support to prepare them for independence; however, the alarmed doors remained in place throughout the period of their placement. The young people have some support to prepare them for independent living when they leave the home.

3. Environment

Summary

Amberleigh provides young people with a safe, secure home. It is a large property but is domestically furnished and young people are able to personalise their rooms. There are good maintenance and servicing arrangements in place.

Our findings

Young people are cared for in a home which is suitable for their needs though not domestic in nature. Amberleigh is a large country house, formerly a hotel which is situated in 8 acres of land alongside a main road on the edge of the town of Welshpool. The ground floor accommodation comprised of two large lounges. Another area of the house was utilised for the older boys and comprised of a lounge area, studio kitchen / dining room with laundry room attached. There was a large dining area which was also a communal area for Pool and other indoor games. There was a large communal kitchen where most of the main group cooking took place and an adjoining utility room. A secure office including staff wash rooms was also located within the main house. On the first floor there were twelve en-suite bedrooms and three provided studio accommodation, comprising of sitting area, kitchen and bathroom. Each of the bedrooms had an alarm system attached. . Each bedroom was personalised and the furnishings of the home were domestic and comfortable. The school and a separate building with additional offices were located in the grounds of the home. The school comprised of several different teaching spaces: two classrooms for academic studies, a large art room, and a hall for drama, music, indoor sports and school performances. There was a library and within the school there was also a staff room, office for the SENCO and school administrator, an office for the Head of Education, separate student and staff washrooms and a staff kitchen. Amberleigh provides young people with a comfortable well furnished home and an environment which helps to reinforce a sense of personal worth.

Young people and their placing authorities can be confident that the premises are safe. We were asked for identification prior to being allowed in to the home and signed the visitor's book upon arrival. All documentation was kept in the office which was kept locked and young people were not allowed entry. Medication was also kept in a locked cabinet in the locked office. All finances were kept in the office with young people receiving their pocket money weekly and some banked at the request of young people with saving encouraged. People can be reassured that the home is safe from entry from strangers and information is secure.

The young people, placing authorities and staff can be confident that the premises are safe because of good maintenance and regular checking procedures. On our unannounced visit to the home we found the house to be clean including the kitchen. Records showed that there was regular monitoring, maintenance, servicing. We saw certificates of annual checks for the gas boiler and portable appliances. Fire drills had been undertaken on 6 occasions in the previous eight months and daily evacuation checks were completed to ensure the routes were not obstructed. Weekly the alarm points were checked by staff along with the fire extinguishers and emergency lighting. There were also certificates in place for the fire safety equipment. The house vehicles were maintained and checks undertaken. There was a staff member dedicated to the maintenance of the home with any issues identified by the

staff. Discussion with staff confirmed that the maintenance was addressed without delay. The home is well maintained with safety procedures and checks undertaken regularly and within the timeframe of guidelines of the fire authority.

4. Leadership and Management

Summary

Overall we found sound staff recruitment and supervision processes and that those working for the service receive the training and support which enable them to meet the needs of the young people. The statement of purpose needs to be updated to reflect current legislation and regulations.

Our findings

Young people and other professionals are clear about what the home sets out to achieve. The statement of purpose had been updated in July 2017 and accurately reflected the service provided. However, the document referred to the regulations relating to children's placements and reviews, in force prior to the enactment of the Social Services and Wellbeing Act (Wales) 2014, and therefore needed to be updated. The statement of purpose gave detailed information about the therapeutic environment and placing authorities could be satisfied with the information given. The statement of purpose is a comprehensive document which needs some amendment.

The home has strong management arrangements in place. In addition to the responsible person, the registered manager, and the head of education, the staff group consisted of one deputy manager, three team leaders, three senior therapeutic carers, ten therapeutic carers, four therapeutic waking night carers, and several bank workers. The Therapy team was led by the Head of Communities (Forensic Psychologist) with two full time practitioners (Therapist and TC Practice Lead/ Life Story Worker) and a part time Assistant Psychologist. School staff included a Head of Education, education manager, responsible for the day to day operation of the school, SENCO, five teachers and a part time school administrator. There was a gender mix within the staff group and this mix was maintained during the working day. The home worked within the frameworks of the Good Lives Model (in relation to sexually harmful behaviour) and Therapeutic Service Standards (in relation to therapeutic community group living). Young people are cared for by a staff team who are established and work within a specific model of care.

Staff recruitment and vetting processes are thorough. We viewed a sample of staff files which showed that appropriate staff appointment and vetting processes were in place with all necessary checks completed prior to employment, and written references followed up with direct contact with the referee. Staff were subject to a probationary period of six months which could be extended if considered necessary. Young people can be confident that staff supporting them are properly recruited.

On the whole we saw that the arrangement for the supervision and development of staff was good. Supervision was held fortnightly in the probationary period and then monthly thereafter. Supervision was conducted according to a set agenda which included reviewing actions agreed at the previous supervision, discussions about the young people and also personal support. It was noted that some supervisions had not been undertaken with the expected frequency in June and July and whilst this had been rectified the situation of missing supervision should not arise. Appraisals were held annually and included input from young people and other members of staff. However we saw examples of appraisal records

that did not reflect issues that had been raised formally with staff members in the period leading up to the appraisal. Therefore it was not possible to be confident that the organisation had satisfied itself that all staff had met the standards of conduct expected of them. There are good arrangements for the supervision of staff, however, the few occasions when the targets have not been met need to be improved.

The home is proactive in the learning and development of staff and ensures that training is relevant to the individual needs of the young people. Staff training is co-ordinated centrally by the human resources department and is provided in-house, by the local authority or on an e learning basis. Due to the nature of the issues experienced by the young people living at Golfa Hall, all staff completed three days of therapeutic care training. At the time of inspection the home had been fully staffed for approximately three months, however over the past year a number of staff had left, new staff had been appointed and these were now in post. Professional development was encouraged and staff told us that they were given opportunities to progress to senior roles if they wished. One member of staff who was a link worker for one young person explained that they first gained experience as a co-worker to a link worker. Young people can be confident that they are looked after by staff who are skilled due to the training and support they receive.

There is a strong community ethos in the home where emphasis is placed on valuing the contributions of the young people and the staff team. One visitor we spoke to said that they found staff to be “helpful and knowledgeable” and that they demonstrated a sense of “ownership of the boys” they supported. The care staff worked alongside other members of the staff team which included a therapist and therapy manager to inform the day to day care and support provided to the children.

Residential care staff told us that they are involved in daily handover discussions and contributed to the young people’s day to day placement planning. We saw minutes of staff meetings which were held weekly and included items such as particular issues for individual young people, communication about developments or expectations on staff such as rules to be implemented around young people’s use of games consoles. Staff told us that they contributed to the agenda for weekly staff meetings as the agenda was posted on the notice board for anyone to add to. Staff meetings, we were told, consisted of “business” issues and also “staff dynamics” which was more about “how staff feel about working with the young people” and this contributed to their sense of being supported. We concluded that young people benefit from being looked after in a caring environment where everyone’s contribution is valued.

There are effective quality assurance systems in place. An independent person had been appointed to carry out the monthly monitoring visits. We saw evidence that the recommendations made at one visit had been acted upon by the following visit. The annual review of the quality of service had been undertaken by the manager. It indicated that appropriate consultation had taken place with stakeholders. Quality of care reviews were carried out annually and reports of these demonstrated challenge for example the last report had highlighted the need to more consistently review and update risk assessments and our reading of case files indicated that this action had been implemented. We saw feedback that had been sought from staff and young people’s social workers for the quality of care report due to be completed in January 2018 which was all positive. We concluded that people can be confident that the service is well managed and subject to ongoing improvement to ensure positive outcomes for young people.

5. Improvements required and recommended following this inspection

5.1 Areas of non compliance from previous inspections

There was no non-compliance identified at the last inspection

5.2 Areas of non-compliance identified at this inspection

There were no areas of non-compliance identified at this inspection

5.3 Recommendations for improvement

The following are recommended areas of improvement to promote positive outcomes for young people:

- The frequency of staff supervision should be maintained at all times
- The independence programme could be improved as the young people reach the end of their placement and prepare for transition
- The Statement of Purpose should be amended
- That the provider considers Welsh Government's "More Than Just Words follow on strategic guidance for Welsh language in social care" and includes this information in the statement of purpose.

6. How we undertook this inspection

This was a full inspection undertaken by three inspectors as part of our inspection programme. The inspection was undertaken by three inspectors.

We made an unannounced visit to the home on Thursday 7 December 2017 from 10.15 a.m. until 4.30 p.m.

The following methods were used:

- We saw all of the young people and spoke to three briefly.
- We attended a community meeting
- We spoke to the registered manager and three staff members
- We walked around the property
- We considered information held by CSSIW which included the previous report, and notifications.

We looked at a wide range of documents and records.

These included:

- Examination of four young people's case files and records
- The staffing rota
- Recruitments records and personnel files
- Supervision and training records
- The minutes of young people's and staff meetings
- Records of incidents, accidents, room searches, restrictive physical intervention, safeguarding, negative and positive consequences
- Reports of visits made to the home on behalf of the responsible individual
- The statement of purpose for the home
- The young person's guide

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	Amberleigh Care Limited
Registered Manager	Anthony Parry
Registered maximum number of places	12
Date of previous CSSIW inspection	23/02/2016
Dates of this Inspection visit(s)	07/12/2017
Operating Language of the service	English
Does this service provide the Welsh Language active offer?	No
Additional Information:	
We recommend that the service provider considers Welsh Government's "More Than Just Words follow on strategic guidance for Welsh language in social care".	