



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

Care and Social Services Inspectorate Wales

Care Standards Act 2000

Inspection Report

Hillside Secure Centre

Off Burnside
Hillside
Neath
SA11 1UL

Type of Inspection – Baseline

Dates of inspection – Monday, 19, Tuesday 20, Wednesday 21, Thursday 22
September & Friday 7 October 016

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Summary

About the service

Hillside Secure Centre is registered as a children's home for the purpose of restricting liberty and is the only setting of its type in Wales. The centre forms part of the overall provision of the secure estate provided in England and Wales, and in addition to the ten beds contracted by the Youth Justice Board through a service level agreement, Hillside provides a further twelve welfare beds under Section 25 of the Children Act 1989. This balance changed significantly this year following the decision of the Youth Justice Board to reduce the beds purchased from seventeen to ten. Young people are placed in Hillside through the Courts, due to their offending behaviour and to manage their vulnerability. They are also placed because they pose a significant risk to themselves or others in the community. The young people for whom the accommodation is provided are between the ages of 12 and 17 years. Approval is required from the Welsh Government for any young people under 13 years of age being placed under Section 25 of the Children Act 1989. Although Hillside is part of Neath Port Talbot Social Services Children's Department it is financially independent of the departmental budget.

The Registered Manager of the centre is Mark Lazarus who has many years experience working in Hillside with several years as an Assistant Manager. He holds the qualifications required for the position and is registered with the Care Council for Wales.

What type of inspection was carried out?

This was a planned annual baseline inspection of the centre. The inspection methodology used was:

- Visits over five days of announced inspection by CSSIW
- Four days of inspection by two inspectors from ESTYN
- Some discussion with young people
- Discussion with staff members
- Observation of the interaction between staff and young people
- Observation of staff handover meetings
- Observation of a multi-disciplinary meeting
- Observation of pupil council meeting
- Discussion with, two Assistant Managers and the Registered Manager
- Scrutiny of a random selection of files and documentation held at the centre relating to young people
- Examination of a random selection of staff files and staff training records
- We did not use the Short Observational Framework for Inspection (SOFI) tool on this occasion because it was not possible to observe interactions without influencing the activity and young people spoke directly to inspectors

What does the service do well?

The service continues to evolve to meet the complex and changing needs of the young people living in the home

What has improved since the last inspection?

- The change of staff rota has been welcomed by the staff and young people and

provides dedicated time for staff training within the rota

- The weekly multi-disciplinary meetings have established and provide the opportunity to discuss and review individual behaviour management and support needs for young people
- There have been improved opportunities for young people to participate in activities outside of Hillside in the local community
- The mentoring role to support new staff has been established

What needs to be done to improve the service?

There was no requirement to issue any non compliance notices following this inspection. The following issues were raised:

- It is recommended that the organisation of the young people's meetings is reviewed to ensure young people feel empowered to use their voice.
- A forum similar to the school council would be a positive development to take up the views of young people in the overall operation of the home away from the day to day needs of the unit meetings.
- Staff supervision needs to be monitored to ensure it meets regulations

Quality Of Life

On the whole we, CSSIW, found that young people have a voice and are encouraged to express an opinion, although at the same time some improvements could be made. Each unit held a young person's meeting on a weekly basis and there was the opportunity for young people to express their opinions on the operation of the unit. The minutes of the meetings were examined and it was evident that some staff were more skilled than others in engaging the young people to participate and recognise that they had a voice through these meetings. Some of the meetings were very productive whilst others could have little recorded and stated that young people did not wish to participate. It is recommended that the organisation of the meetings is reviewed to ensure young people feel empowered to use their voice. A school council had been developed and one of these meetings was observed and the young people were clearly able to express their opinions. This was seen to be a good development in the operation of the home. Staff worked with young people to prepare them for their monthly reviews to ensure that their views were sought and shared at the meetings. There is some difficulty in the voice of the young person being acted upon as young people did not chose to be placed in a secure environment and had limited choice due to the restriction placed on their liberty. Some of the young people enjoyed the security of the boundaries placed on them and preferred to remain in the home when their stay was due to end and it was noted that some young people had returned for their second or third stay in the home. The advocacy service provided by Tros Gynnal visited regularly and there were posters with a picture of the advocate on display in the home. The young people had been included in the review of the new staff rota through the pupil council and they identified an improvement through this change. The young people had also been involved in a review of how it felt to arrive in the home and they and staff were involved in a walk through from the point of arrival. The negative views of the young people had been taken on board but it was also good to note that some of the young people had been very positive about the reception they received from staff. A forum similar to the school council would be a positive development to take up the views of young people in the overall operation of the home away from the day to day needs of the unit meetings.

On the whole young people were found to experience well being and a sense of achievement. Educational achievement for some of the young people could be measured by consistent attendance at school when they had previously attended very little. The home has a culture of attendance at the education unit which is on site and the young people were placed in different ability groups. There were some learning assistants appointed and care staff did also support in the classroom if required. An inspection of the education provision was carried out by ESTYN at the same time as this inspection and the findings are reported in a letter to the home. The school year is different to mainstream education to avoid lengthy breaks when young people could become bored. One young person placed who had left school but was unable to access the community had been provided with work experience within the home which had proven to boost their self-esteem. Young people said that they were able to be occupied within the home although some felt there could be more physical activity whilst others stated there was too much emphasis on physical activity. The staff team ensured that there was a balance of activities available to the young people depending upon the risk assessments completed. Some young people chose to spend time in their bedrooms to watch television, listen to music or read. The annual Hillympics was being held during the

inspection and this was a popular activity with the young people and they had also made cakes which were being sold for a Cancer charity. More young people were able to enjoy mobility in the community due to the increased welfare beds. Local riding stables had become a popular venue but all was dependent upon individual need. One young person had taken part in two local runs for charity alongside staff members, one young person was enabled to attend a local transgender support group and another played rugby and went training with a local club. Within the home the young people had a range of activities available to them. Staff often used the opportunity of relevant documentaries to watch with young people to prompt discussion. One young person had requested the opportunity to attend a Baptist church and this had been organised by the staff.

Young people remain healthy because good health and hygiene is practised and promoted. The home had the services of a local general practitioner practice and practice nurse to visit the centre daily with a recent change of contract. A dentist visited the home every three weeks which was an improved frequency and young people were taken out for any emergency treatment. All of the young people were referred for a check up on admission and were seen as required after this. Staff were supporting one young person who had a phobia of dentists but required extensive treatment due to neglect. Some of the young people were in receipt of prescribed medication which was managed by the duty manager. Additional staff had received training in the administration of medication and this was to be extended to cover the homely remedies that young people were receiving from unit staff as recommended at a previous inspection. The home had appointed a community psychiatric nurse who was due to commence in the weeks following inspection. This individual was due to join the multi-disciplinary team available to support the additional complex needs of some of the young people. Whilst some of the members of the multi-disciplinary team were new to the centre the composition was strengthening the support services for young people and observation of a weekly meeting confirmed in depth discussion about young people and how best to address and support individual need. The home also used the SEDAL behaviour assessment scale to inform their assessments.

Young people are supported to deal with difficult feelings and are helped to develop coping strategies where necessary. Some of the young people living in Hillside have very complex needs as a consequence of their early life experiences. This is evidenced through a range of difficult to manage behaviours resulting in physical violence, self-harm, sexualised behaviour, risk of sexual exploitation and addiction to drugs and or alcohol. Contact with families was difficult for many young people and the staff team supported this through telephone contact and organising visits from family. The care staff worked with young people individually through key-working sessions and it was good to see that following the recommendation of the previous report newer staff had mentors to support them in their role. The home adopted an adolescent trauma model of working with young people which required the care staff and multi-disciplinary team to work closely together. At the time of inspection it was clear that the support from TAITH in relation to sexual behaviour was stretched due to the demand and ideally a full-time worker would be available to meet need. This is not a reflection on the quality of work carried out but an observation of the demand and ability to meet need. The home operated a number of sanctions for poor behaviour and one of these was single separation. The use of this was being reviewed by the management to ensure that young people did not spend extended periods in their rooms. Young people were always monitored when in their rooms. On occasion physical intervention was required and

again staff worked to use tactics to diffuse situations in the first instance. All staff had received training in physical intervention. It was good to note that one young person was not sanctioned but praised for their response to an incident where they self regulated and walked to their room and did not require restraint despite alarms being activated for their having thrown furniture.

The young people are able to have support towards independence. Due to the secure nature of the home the preparation for independence is limited. Young people were supported to learn cooking skills and through the educational programme building skills could be learned. The home had appointed a resettlement officer who had demonstrated their worth in ensuring young people discharged to the South Wales locality had access to all of the benefits they were due at the point of discharge. There were some difficulties when young people did not have a move on location identified in a timely way which was the responsibility of the placing authority. There had been one instance of a young person confiding in Hillside staff that they did not wish to return to one location and despite this being passed on to the social worker they did return there and returned to previous negative behaviour. The issue of moving on has improved with the appointment of the resettlement officer but further work needs to be carried out to ensure that placing authorities take responsibility from the point of admission to plan for discharge. There was evidence that the resettlement officer had attended the first reviews at the home for young people to promote the plans for moving on at an early stage of the placement in the home.

Quality Of Staffing

Young people can feel confident in the care they receive because carers are competent and confident in meeting their particular needs. This is because there is a robust recruitment procedure in place. Staff undertook a two week induction period followed by a two week shadowing arrangement before they commenced any work on the units. Examination of a random selection of staff files confirmed that all checks were undertaken prior to appointment. All staff members completed the Care Council Induction Framework and were then enrolled on the Qualification Creditation Framework (QCF) qualification. Each member of staff had an individual training plan which was devised from their annual appraisal and monitored via supervision. All staff had permanent contracts, although some were flexible workers and did not have guaranteed hours. There was a staff team of over 100 individuals working at the centre to ensure that the 22 young people were cared for. This is a large staff team with care staff, domestic staff, education staff, maintenance staff and administrative staff. There is a manager and three assistant managers with their own area of responsibility and a resources manager. There had been a significant turnover of staff in the previous two years with many established staff retiring or moving on and 26 new staff appointed in the previous eighteen months. This also reflected a change in direction of the centre to work with more children placed on welfare orders and less youth justice placements.

Young people receive care which is based upon well structured care plans. This is because we saw evidence that these were reviewed regularly and daily recordings took them into account. Young people had allocated key-workers who were changed on occasion to meet need. Young people receive care from staff able to cope with more complex demands without getting stressed or resentful. This is because we observed staff managing very stressful situations and they provided excellent support for each other. Also, staff received regular supervision, although the monthly management overview reports identified that some months few were undertaken. The management of the home had identified the need to address supervision in terms of both quality and frequency and training was being provided in October 2016.

Young people receive care from staff who are supported through regular training opportunities. The home employed a training officer and the individual was spending three days per week in the home and two days seconded to Neath Port Talbot Social Services training department. This was a new arrangement and was providing needed support to the local authority. A number of the staff team in Hillside attended training in an area of their interest and then were able to cascade this training to other staff in the home. New staff had been allocated mentors to support them and they had training booklets in which they entered their daily activities and these were signed off by their line managers.

Quality Of Leadership and Management

Young people and their families can be confident that they are safe because the provision is well run, with due care and attention to minimum standards and regulations. This is because the centre has a very experienced and knowledgeable manager in Mark Lazarus. Hillside is part of Neath Port Talbot Social Services Children's Department; however, it is financially independent of the departmental budget. The Responsible Individual for the centre is Nick Jarman. The Statement of Purpose for the home had recently been updated at the time of inspection.

Young people experience a consistent service based upon quality improvement, a well planned programme of care and sound financial platform. The centre engages in a great deal of internal scrutiny of its operation to ensure young people are cared for appropriately. Monthly performance reports were produced by the centre, which were scrutinised by the management team and from this the centre manager produced quarterly reports for the Children's Overview and Scrutiny Sub-Committee, on the operation of the centre. The monthly reports were comprehensive, covering information on the young people, staff, individual units, type of sanctions, restraints, incidents, accidents, supervisions and additional hours worked. From these monthly and quarterly reports it was possible for the centre to identify trends in the operation of the home. Part of the contractual arrangements between the Youth Justice Board and Hillside required monitoring of the operations of the centre on a monthly and quarterly basis, with reports provided to the Youth Justice Board. Regulation 32 visits were carried out monthly by a manager in children's services for Neath Port Talbot County Borough Council, who had no line management responsibility for the centre. These visits were recorded and reports forwarded to the centre manager. The visits were unannounced and carried out on different days and at different times and the last year had seen an improvement in the quality of these reports. These reports were also provided to the Children's Overview and Scrutiny Sub-Committee. The annual Regulation 33 Quality of Care Report had been provided to CSSIW in the past year. It is important that to meet the requirement of regulations that these reports clearly include feedback from young people, placing authorities and families where appropriate. In the past year the home had identified one member of staff to undertake the role of managing referrals to the home. They used the Summary of Needs and Responses (SONAR) framework drawn up by the clinical team which it was stated was not as risk averse as their previous referral documentation.

Young people using the service can be confident that the provider will respond positively to feedback and any concerns/complaints. This is because the centre was open to young people making complaints, confirmed by young people spoken to and examination of the records maintained on each of the units and discussed daily at the centre briefing. Staff members were also alert to issues of bullying which was confirmed through discussion with a number of staff, and again there were recording procedures. Child protection was a high priority in the centre and staff received regular training. One assistant manager took the lead and also managed any historical abuse issues raised, through to referral to the placing authority. Staff were aware of their responsibility to refer notifications to CSSIW as required by Regulation 29 and also refer to Neath Port Talbot Safeguarding. The home was in the process of reviewing and updating their safeguarding and

behaviour management policy at the time of inspection.

Quality Of The Environment

Overall we found that young people were cared for in an environment which is suited to their needs. Hillside Secure Centre was designed and built for purpose, with security provided at the appropriate level. Access to the centre is via the locked reception area and identification is requested. Visitors to the centre are asked to leave all restricted items in lockers in reception after signing in. All internal doors are locked from the reception area to the units and school with all staff carrying keys. There are CCTV cameras installed which allow monitoring of the communal areas and the external aspects of the building. The main monitors were in the reception area and also in the Nedd Unit office. The benefit for young people and staff was that the footage could be used to de-brief following any incidents. All of the administration offices and individual offices are situated at the front of the building, and off the corridor leading to the units at the rear of the property were the conference room, medical room, staff room, visitor's room, main kitchen and classrooms. There are three units in the centre, two provided care for eight young people and the third unit for six young people. The units provided en-suite bedrooms, unit kitchen, living/dining area, quiet room, bathroom and platinum room along with a staff sleeping-in room. There was a visitor's flat attached to the home which enabled family members to stay overnight if they had distances to travel to the home.

Young people are able to personalise their own rooms depending upon the risk assessment level for each individual. There were a number of items restricted in the centre and for health and safety purposes staff had policies and procedures to support them in ensuring the safety of the young people. Staff were observed to contact maintenance immediately when a routine room search identified a possible ligature point and the team responded immediately. The centre had a policy to shorten the electrical cords for any electrical item placed in a young person's room. Alongside the bedroom doors there were viewing panels which enabled staff to monitor young people without the need to unlock doors. This was a practice followed when a young person was deemed to be at risk of self-harm.

Young people can be confident that the premises are physically safe. Young people were provided with comfortable communal areas although furnishings were not domestic and there had been some complaints from young people about the comfort of the new mattresses which staff were following up. There was a programme of redecoration and bedrooms were painted following any incident of damage. There were contracts in place to ensure that all parts of the building were maintained and regular checking of equipment was undertaken including personal responders for staff. There were agreed protocols in place in the event of emergency services needing to attend the centre. There was a dedicated team of domestic staff who kept the building clean and the units were normally cleaned when the young people were in education. The main laundry was at the front of the building used by the domestic staff.

Young people's well-being is promoted because of a range of facilities and equipment provided to meet their particular needs. The home had a gym, outside astro turf area and individual secure gardens for each unit to provide external space. The use of the external

space was improved this year with many examples of young people choosing to spend time outdoors, although it would be of benefit to record the use of external space as recommended in the previous inspection report. Internally there were communal areas and young people could choose to spend time alone in their bedrooms. Communal areas had seen some investment with new dining furniture providing a less institutional feel. Bedrooms were also in the process of being upgraded. The admissions area had been updated following the review involving the young people. The gardens of the home in the main quad had also been updated to include raised beds and a poly tunnel although that had been damaged at the time of inspection.

How we inspect and report on services

We conduct two types of inspection; baseline and focused. Both consider the experience of people using services.

- **Baseline inspections** assess whether the registration of a service is justified and whether the conditions of registration are appropriate. For most services, we carry out these inspections every three years. Exceptions are registered child minders, out of school care, sessional care, crèches and open access provision, which are every four years.

At these inspections we check whether the service has a clear, effective Statement of Purpose and whether the service delivers on the commitments set out in its Statement of Purpose. In assessing whether registration is justified inspectors check that the service can demonstrate a history of compliance with regulations.

- **Focused inspections** consider the experience of people using services and we will look at compliance with regulations when poor outcomes for people using services are identified. We carry out these inspections in between baseline inspections. Focused inspections will always consider the quality of life of people using services and may look at other areas.

Baseline and focused inspections may be scheduled or carried out in response to concerns.

Inspectors use a variety of methods to gather information during inspections. These may include;

- Talking with people who use services and their representatives
- Talking to staff and the manager
- Looking at documentation
- Observation of staff interactions with people and of the environment
- Comments made within questionnaires returned from people who use services, staff and health and social care professionals

We inspect and report our findings under 'Quality Themes'. Those relevant to each type of service are referred to within our inspection reports.

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