

Health Information and Quality Authority Regulation Directorate

Monitoring Inspection Report on children's
statutory residential centres under the Child Care
Act, 1991



Type of centre:	Children's Residential Centre
Service Area:	CFA DML CRC
Centre ID:	OSV-0004165
Type of inspection:	Unannounced Full Inspection
Inspection ID	MON-0019079
Lead inspector:	Catherine Vickers
Support inspector (s):	Grace Lynam; Sabine Buschmann

Children's Residential Centre

The Health Information and Quality Authority (the Authority) monitors services used by some of the most vulnerable children in the state. Monitoring provides assurance to the public that children are receiving a service that meets the requirements of quality standards. This process also seeks to ensure that the wellbeing, welfare and safety of children is promoted and protected. Monitoring also has an important role in driving continuous improvement so that children have better, safer services.

The Authority is authorised by the Minister for Children and Youth Affairs under Section 69 of the Child Care Act, 1991 as amended by Section 26 of the Child Care (Amendment) Act 2011, to inspect children's residential care services provided by the Child and Family Agency.

The Authority monitors the performance of the Child and Family Agency against the National Standards for Children's Residential Services and advises the Minister for Children and Youth Affairs and the Child and Family Agency. In order to promote quality and improve safety in the provision of children's residential centres, the Authority carries out inspections to:

- ☐ assess if the Child and Family Agency (the service provider) has all the elements in place to safeguard children
- ☐ seek assurances from service providers that they are safeguarding children by reducing serious risks
- ☐ provide service providers with the findings of inspections so that service providers develop action plans to implement safety and quality improvements
- ☐ inform the public and promote confidence through the publication of the Authority's findings.

Compliance with National Standards for Children's Residential Services

The inspection took place over the following dates and times:

From:	To:
20 March 2017 09:00	20 March 2017 17:00
21 March 2017 09:00	21 March 2017 15:00

During this inspection, inspectors made judgments against the *National Standards for Children's Residential Services*. They used three categories that describe how the Standards were met as follows:

- **Compliant:** A judgment of compliant means that no action is required as the service/centre has fully met the standard and is in full compliance with the relevant regulation, if appropriate.
- **Substantially compliant:** A judgment of substantially compliant means that some action is required by the service/centre to fully meet a standard or to comply with a regulation, if appropriate.
- **Non-compliant:** A judgment of non-compliant means that substantive action is required by the service/centre to fully meet a standard or to comply with a regulation, if appropriate.

Actions required

Substantially compliant: means that action, within a reasonable timeframe, is required to mitigate the non-compliance and ensure the safety, health and welfare of the children using the service.

Non-compliant: means we will assess the impact on the children who use the service and make a judgment as follows:

- **Major non-compliance:** Immediate action is required by the provider to mitigate the noncompliance and ensure the safety, health and welfare of the children using the service.
- **Moderate non-compliance:** Priority action is required by the provider to mitigate the non-compliance and ensure the safety, health and welfare of the children using the service.

The table below sets out the Standards that were inspected against on this inspection.

Standard	Judgment
Theme 1: Child - centred Services	
Standard 4: Children's Rights	Substantially Compliant
Theme 2: Safe & Effective Care	
Standard 5: Planning for Children and Young People	Substantially Compliant
Standard 6: Care of Young People	Compliant
Standard 7: Safeguarding and Child Protection	Compliant
Standard 10: Premises and Safety	Non Compliant - Moderate
Theme 3: Health & Development	
Standard 8: Education	Compliant
Standard 9: Health	Compliant
Theme 4: Leadership, Governance & Management	
Standard 1: Purpose and Function	Compliant
Standard 2: Management and Staffing	Substantially Compliant
Standard 3: Monitoring	Non Compliant - Moderate

Summary of Inspection findings

The centre was a detached two storey house located in the Midlands. The centre provided medium to long term care for up to four children aged between 11-17 years old on admission. The area was well serviced by facilities such as schools, shops and public transport. At the time of the inspection, there were 4 children living in the centre.

During this inspection, inspectors met with or spoke to 4 children, 2 parents, managers and staff. Inspectors observed practices and reviewed documentation such as statutory care plans, child-in-care reviews, relevant registers, policies and procedures, children's files and staff files.

Inspectors also spoke with children's social workers and relatives.

The staff team provided good quality care to children. Children's attendance and engagement in their educational placements was supported and encouraged by staff. Children's health needs were appropriately assessed and they had access to health and

specialist services.

Children who spoke to inspectors said they were treated well by staff and that they felt that their voice was heard. All children had allocated social workers and met with them in line with requirements. Children participated in the development of their care plans. However, child-in-care review minutes and care plans were not on all children's files at the time of inspection.

Child protection concerns were appropriately dealt with and notified to social work departments. There were some issues of bullying among children in the centre and this was being addressed and well managed by staff in order to keep children safe.

Risks in the centre were well managed and regularly risk rated and reviewed.

The centre was well managed on a day-to-day basis and the management structure in place provided lines of responsibility and accountability. There was a full complement of experienced staff, the majority of whom had been working at the centre for some time. This provided a stable and consistent living environment for children. However, there was no formal on-call system in place.

Inspection findings and judgments

Theme 1: Child - centred Services

Services for children are centred on the individual child and their care and support needs. Child-centred services provide the right support at the right time to enable children to lead their lives in as fulfilling a way as possible. A child-centred approach to service provision is one where services are planned and delivered with the active involvement and participation of the children who use services.

Standard 4: Children's Rights

The rights of young people are reflected in all centre policies and care practices. Young people and their parents are informed of their rights by supervising social workers and centre staff.

Inspection Findings

Children's rights were respected and promoted by staff in the centre. Upon admission to the centre, children received information in relation to their rights and supports available to them. Children who spoke to inspectors were aware of their rights. Relatives who spoke with inspectors said they felt that children's rights were respected and promoted at the centre. Inspectors observed that there was information on display about children's rights and an independent advocacy service available for children to access.

Staff encouraged children to actively participate in decision-making about their lives and the day-to-day running of the centre. Children's meetings occurred within the centre and provided children with the opportunity to express their views about various aspects of their care including meal planning, activities and general requests. Records showed that decisions made at these meetings were routinely followed up. However, the attendance and participation of children in these meetings varied in frequency and quality. This issue was reviewed in the supervision of the centre manager and identified as an area that required a plan for improvement. Children were also consulted by staff through one-to-one sessions and informal discussions.

Children who spoke with inspectors said that they were involved in decisions at the centre, for example, they chose how their bedrooms were decorated and contributed to menu planning. Children's wishes and opinions were clearly reflected in centre records such as their daily logs, individual sessions and complaints. Each child had allocated keyworkers from the staff team who advocated on their behalf.

Children were encouraged to attend and contribute to their child-in-care reviews. Children who spoke to inspectors said that they attended their child-in-care reviews and that they felt listened to at these. Inspectors found that children met with their social workers in advance of their child-in-care reviews and were consulted about their views.

Children's privacy was respected. Children had their own bedrooms and space to store

their belongings.

Complaints were effectively managed at the centre and children were aware of how to make a complaint. When children informally expressed their dissatisfaction about certain aspects of the centre, records showed that staff discussed issues with children and endeavoured to find solutions. Children were provided with information about how to make a formal complaint upon their admission to the centre. Children who spoke to inspectors said that they had been supported by staff to make a complaint about an issue they were unsatisfied with. A complaints log was held at the centre and information about complaints made were held on individual children's files. Nine complaints had been made by children in the previous 12 months. Inspectors found that complaints were adequately dealt with in a timely way. Records of complaints included good details about the actions taken to resolve each complaint. However, the satisfaction of the complainant was not always clearly reflected in the records. All complaints were resolved at the time of this inspection.

Judgment: Substantially Compliant

Theme 2: Safe & Effective Care

Services promote the safety of children by protecting them from abuse and neglect and following policy and procedure in reporting any concerns of abuse and/or neglect to the relevant authorities. Effective services ensure that the systems are in place to promote children's welfare. Assessment and planning is central to the identification of children's care needs.

Standard 5: Planning for Children and Young People

There is a statutory written care plan developed in consultation with parents and young people that is subject to regular review. This plan states the aims and objectives of the placement, promotes the welfare, education, interests and health needs of young people and addresses their emotional and psychological needs. It stresses and outlines practical contact with families and, where appropriate, preparation for leaving care.

Inspection Findings

The admissions procedure was effective and managed in line with policy. Admissions were managed through a central referrals committee. The centre manager said they received enough information about referrals from social workers and that this was then shared with the staff team. Inspectors reviewed referral information provided to the centre by social work departments and found this to be appropriate. Discussions held between the centre manager and social workers about referrals for admission were detailed and well recorded. The suitability of referrals was decided by conducting a duty of care test and service delivery test. These assessed the potential risks and benefits of the placement going ahead, including the impact on the child referred and on the current residents. Transition plans were put in place for children deemed potentially suitable for admission. This was to provide children with the opportunity to become accustomed to the environment and to further determine if the placement was suitable.

Where there were queries about the suitability of the placement, review meetings were held with the social work department and appropriate plans were put in place for children. There had been two admissions to the centre in the previous 12 months and inspectors found that these were appropriate.

Discharges from the centre were well managed. Two young people were discharged from the centre in the previous 12 months and these discharges took place in a planned way in line with young people's aftercare plans.

All children had allocated social workers and records showed that social workers met with children in line with regulations. Social workers visited the centre and occasionally reviewed children's daily logs. Records showed that centre staff and children's social workers were in regular contact about children's needs. Social workers who spoke with inspectors said that they were kept informed by the centre about children's progress on an ongoing basis.

While all child-in-care reviews were up-to-date at the time of this inspection, these had not all taken place within the required statutory timeframes. Children participated in their reviews and their family members were invited to attend.

Minutes of child-in-care reviews were not available on all children's files. Care plans were held on some but not all children's files. Where care plans and child-in-care review minutes were not on files, these children's child-in-care reviews had taken place in the previous two months. Inspectors found that the centre manager had endeavoured to obtain these from social work departments. Care plans which were held on files were generally of good quality.

Placement plans were in place for each child. They were of good quality and contained comprehensive information about children's needs and the actions identified to meet those needs. However, as care plans were not on file for each child, placement plans were not always reflective of care plans.

Placement support plans were in place for each child and these were up-to-date and regularly reviewed. They contained comprehensive information about children's behaviour and provided guidance to staff about how to manage individual behavioural issues. Placement plans included routine management, individual crisis management and individual absence management plans.

Children were supported to maintain positive relationships with their families and attended regular family access in accordance with their care plans. Staff facilitated family access and provided transport to and from visits. Records showed that staff kept in regular contact with family members. Staff told inspectors family members were encouraged to visit the centre. Relatives of children who spoke to inspectors said they felt welcome to visit children at the centre. Children were encouraged and supported to maintain positive relationships with friends. Regular one-to-one sessions were carried out with children in relation to interacting with peers. Children were encouraged to develop relationships through participation in activities in the local community. There were difficulties with the friends of some children visiting the centre and the impact this was having on other residents and staff. For this reason, there were currently some restrictions in place in relation to some friends visiting the centre. Staff were

endeavouring to rectify these issues with children through one-to-one sessions and young people's meetings and the issue was also discussed and reviewed at staff team meetings.

Due to the current ages of children, aftercare planning was not yet fully implemented. Two children were under the age of 16, one young person had recently turned 16 and one was due to turn 16 imminently. The young person who had turned 16 was not yet referred to the aftercare service.

Children were supported by staff to gain independent living skills. Children's placement plans clearly outlined supports for children in relation to areas such as budgeting, cooking, cleaning, clothes washing, menu planning, paying bills and banking. Inspectors reviewed children's daily logs which reflected that children were supported and encouraged to cook and clean their rooms on a regular basis. Inspectors observed children leaving the centre to go grocery shopping with staff.

Children were referred to appropriate external services according to their needs including mental health and therapeutic services. Records showed that staff engaged with external professionals and endeavoured to ensure that children availed of appropriate and effective supports.

Centre records were found to be of good quality, well organised and stored securely.

Judgment: Substantially Compliant

Standard 6: Care of Young People

Staff relate to young people in an open, positive and respectful manner. Care practices take account of young people's individual needs and respect their social, cultural, religious and ethnic identity. Staff interventions show an awareness of the impact on young people of separation and loss and, where applicable, of neglect and abuse.

Inspection Findings

Children were well cared for in the centre. Staff members encouraged children to participate in their hobbies, try new activities and expand their interests. Children who spoke to inspectors said that they participated in activities such as gaelic football, swimming, horse-riding, drama and basketball. Staff members spoke positively about children's talents and capabilities.

Children received a basic rate of pocket money and received a sufficient allowance for clothing. Children were facilitated to buy clothes in line with their tastes and preferences. Inspectors observed that children were well dressed on the days of inspection.

Food in the centre was nutritious and varied and children were involved in meal planning. The majority of children who spoke to inspectors said they enjoyed the food provided at the centre. Records showed that staff endeavoured to address any dissatisfaction expressed by children about food. Children had the opportunity to

prepare meals and make packed lunches for themselves. Inspectors shared a meal with the staff and children and observed a sociable atmosphere.

Achievements and special occasions, such as birthdays and Easter were acknowledged and celebrated. Records of staff team meetings and young people's meetings reflected discussions being held about organising outings and trips away for children during school holidays.

Children were emotionally supported by staff on an ongoing basis. There was good quality individual work being carried out with children through regular key working and one-to-one sessions. Records showed that staff monitored children's behaviour and moods on a day-to-day basis and offered opportunity led emotional support.

Children who spoke with inspectors said that staff were nice to them and that they listen to children. Inspectors observed that staff treated children in a respectful and caring manner. Social workers who spoke with inspectors said that they felt that good quality care was provided in the centre. Family members of children who spoke with inspectors said that they felt children were well cared for by staff.

There was an effective model of behaviour management in place in the centre. There were plans in place for each child to guide staff on how to respond to any event or crisis that may occur. These plans included individual crisis management plans and individual absence management plans and these were signed and reviewed in a timely way. Staff supported children around issues such as aggression and substance misuse and also sought to refer children to external supports for behavioural issues. Various behavioural issues were risk assessed, regularly reviewed and appropriate plans to respond were in place.

There were absence management plans in place for children and the staff team were aware of the national policy for children missing from care. There were 22 incidents of children being absent without authority and missing from care since the last inspection. The majority of these incidents were in relation to two children and were in relation to being late for their curfew. Staff responded to incidents and reported children to An Garda Síochána (police) as children missing from care where appropriate. Follow-up work was carried out with children following incidents of them being absent without authority.

Sanctions were used appropriately in relation to children's behaviour. A consequences log was held at the centre and this recorded details of consequences used. Inspectors found that sanctions were used appropriately and proportionately. Consequences were regularly reviewed by the centre manager and discussed at team meetings in relation to fairness and effectiveness. Records showed that a child complained about a sanction they received and this sanction was then reviewed and changed. Inspectors found that house rules were clearly established with children during the admissions process. Children were reminded about house rules during one-to-one sessions.

There were some restrictive practices used in the centre such as room searches and the locking away of sharp kitchen utensils. Restrictive practices were risk assessed and regularly reviewed. Physical restraints were not used in the centre.

Judgment: Compliant

Standard 7: Safeguarding and Child Protection

Attention is paid to keeping young people in the centre safe, through conscious steps designed to ensure a regime and ethos that promotes a culture of openness and accountability.

Inspection Findings

There were effective systems in place to safeguard children and protect them from abuse. Staff were guided by a recently distributed national interim guidance note on child protection. Staff were familiar with the reporting procedures for child protection concerns. The majority of staff had up-to-date training in Children First: National Guidance for the Protection and Welfare of Children (Children First 2011).

Staff implemented safe care practices and there was a good level of supervision of children. Staff who spoke with inspectors demonstrated a good knowledge about their role in safeguarding children. Staff endeavoured to keep in touch with children by phone when they were out of the centre, in order to ascertain their whereabouts and ensure their safety. Keyworking and one-to-one sessions were carried out with children in relation to issues such as safe internet use. Children's access to technology was discussed at team meetings and appropriately monitored with safety measures in place.

Staff addressed and managed bullying incidents well. A child who spoke with inspectors said that they felt supported by staff when there were incidents of bullying. Records showed that staff took the issue of bullying seriously and that incidents of bullying were notified to appropriate parties as significant events. The issue of bullying was risk assessed and reviewed with comprehensive control measures in place. Staff were managing bullying through high levels of supervision, environmental safety strategies, individual work with children and emotional support for victims of bullying.

Inspectors spoke with relatives of the children said that they felt children were kept safe in the centre.

There was an effective system in place to report child protection concerns to social work departments and to make notifications to other professionals. The centre manager was the designated liaison person. Child protection concerns were well recorded on children's files and in a child protection notification folder. Child protection concerns were referred to social work departments and notified to other relevant parties in a timely manner. There were two child protection notifications made in the previous 12 months. These were followed up appropriately, for example, by having strategy meetings to discuss safeguarding, strategy review meetings, the completion of collective risk assessments and follow-up work with children. There were no outstanding child protection concerns at the time of the inspection.

Staff members were clear about protected disclosure policy.

Judgment: Compliant

Standard 10: Premises and Safety

The premises are suitable for the residential care of young people and their use is in keeping with their stated purpose. The centre has adequate arrangements to guard against the risk of fire and other hazards in accordance with Articles 12 and 13 of the Child Care (Placement of Children in Residential Care) Regulations, 1995.

Inspection Findings

The health and safety of the young people was protected and promoted. The centre had up-to-date policies relating to health and safety and had a designated health and safety officer. Inspectors observed that staff signed that they have read the statement and staff confirmed in interviews that they understood and implemented the policy. Environmental risk assessments were appropriately completed. Inspectors observed a number of safety measures which had been put in place such as chemicals being locked away as they were assessed as causing potential harm to young people.

The design and the layout of the centre was in line with the statement of purpose and met the needs of the children. The premises was a large two story house and inspectors observed that it was clean, well maintained and in good repair. The house was decorated with paintings and pictures which created a homely atmosphere for the children. Inspectors observed that the garden and outside of was well maintained, clean and staff and children had added a vegetable garden.

There was adequate space in the centre for young people to have visits from family, friends and social workers. There were three sitting rooms and two fully equipped bathrooms and adequate facilities for the number of people residing in the centre. Inspectors observed that the house was warm and there was adequate lighting and ventilation. The centre manager confirmed that the centre has been approved for painting and some structural work which included the extension of the garden area and that the painting of the interior walls of the house. Some work in the garden had already commenced.

Maintenance requests were generally responded to in a timely manner. The maintenance log was completed. The centre was adequately insured. Two cars were insured, appropriately serviced and certified as roadworthy for the use of staff and children.

There were adequate precautions in place against the risk of fire in the centre. The majority of fire-fighting equipment had been appropriately serviced, but, inspectors found two fire extinguishers had not been serviced. The staff team completed daily, weekly and monthly fire equipment checks which were reflected in the completion of the centre's fire safety register and the majority of the entries were appropriately completed. Inspectors observed a weekly check of the operations of the fire doors and noted that all fire doors were closing appropriately. All staff members were trained in fire safety procedures. Children attended a fire safety drill on their admission. Inspector reviewed the fire safety register and found that all staff and children attended fire drills. The Centre has a Fire Emergency Evacuation plan displayed in main entrance hallway of the centre. Children and staff knew told Inspectors what they would do in the event of a fire and were able to identify the assembly point outside the building. The

manager provided written confirmation from a certified engineer that all statutory requirements relating to fire safety and building control regulations had been complied with.

There was an external closed circuit television (CCTV) system outside the Centre but there was no policy in place to support its use.

Judgment: Non Compliant - Moderate

Theme 3: Health & Development

The health and development needs of children are assessed and arrangements are in place to meet the assessed needs. Children's educational needs are given high priority to support them to achieve at school and access education or training in adult life.

Standard 8: Education

All young people have a right to education. Supervising social workers and centre management ensure each young person in the centre has access to appropriate education facilities.

Inspection Findings

Education and training was valued at the centre. Staff encouraged and supported children to attend their educational placements. Educational needs and actions identified to meet those needs were clearly outlined in children's placement plans. All children had full-time educational placements and they were supported by staff to attend on an ongoing basis.

There were issues of some children refusing to attend school regularly. Records showed that staff endeavoured to work with schools in coming up with solutions to improve children's attendance and progress at school. Staff tried to promote attendance by giving wake up calls, providing transport, daily encouragement, support with homework, one-to-one sessions with children and consequences for non-attendance. Staff endeavoured to support children to engage in study or appropriate activities when they did not attend school. Educational welfare officers were involved as appropriate. Where children were dissatisfied with their educational placement, staff made attempts to find alternative options.

Staff had regular communication with educational facilities and attended meetings as required. There were copies of school reports on children's files.

Social workers said that staff prioritised the importance of education and endeavoured to encourage attendance at school.

Children's educational progress and school attendance were discussed by staff at team meetings.

Judgment: Compliant

Standard 9: Health

The health needs of the young person are assessed and met. They are given information and support to make age-appropriate choices in relation to their health.

Inspection Findings

Children's health needs were assessed and met and they had timely access to health services as required. Children had medical cards on file and received medical checks following their admission to the centre. Records showed that staff maintained contact with children's medical providers such as general practitioners, dental and ophthalmic services to organise appointments and follow up. Staff facilitated children to attend all necessary medical appointments.

Medical records were stored securely in children's files and their medical needs were outlined in placement plans.

Children were encouraged to have a healthy diet and to participate in exercise and physical activities. Staff members carried out individual work with children in relation to healthy eating and sexual health.

Medication management practices were of good quality. The centre manager attended training in the new national policy in medication management. There were interim medication management guidelines in the centre and these were of good quality and used to guide practice while awaiting the roll out of a new national policy on medication management. The centre manager discussed effective medication management practice with staff at team meetings and at supervision. Inspectors reviewed records of medication administration and found that they were of good quality and double signed. Prescribed and over-the counter medications were clearly labelled for each child. Inspectors found that the centre manager regularly reviewed medication management practice and if gaps were identified, this was addressed with staff.

Judgment: Compliant

Theme 4: Leadership, Governance & Management

Effective governance is achieved by planning and directing activities, using good business practices, accountability and integrity. In an effective governance structure, there are clear lines of accountability at individual, team and service levels and all staff working in the service are aware of their responsibilities. Risks to the service as well as to individuals are well managed. The system is subject to a rigorous quality assurance system and is well monitored.

Standard 1: Purpose and Function

The centre has a written statement of purpose and function that accurately describes what the centre sets out to do for young people and the manner in which care is provided. The statement is available, accessible and understood.

Inspection Findings

The centre had an up-to-date statement of purpose and function which clearly specified the purpose and practice of the centre.

It stated that the centre could cater for up to four young people of both genders, from the ages of 12 to 17 years old on admission. It outlined the admission process of assessing if a placement would be suitable for the centre as well as clarifying the nature of placements that would not be suitable. At the time of inspection, the centre was operating in line with its statement of purpose and all the children living at the centre were appropriately placed.

Judgment: Compliant

Standard 2: Management and Staffing

The centre is effectively managed, and staff are organised to deliver the best possible care and protection for young people. There are appropriate external management and monitoring arrangements in place.

Inspection Findings

There was an effective governance structure in place with clear lines of responsibility and accountability. The centre was managed on a full-time basis by a suitably qualified and experienced manager who had been in the role since 2001. There was no deputy manager in the centre. The centre manager was line managed by the Interim Service Manager who reported to the regional manager for residential services. The Interim Service Manager provided regular supervision to the centre manager which was comprehensive, well recorded and provided monitoring of practice and accountability. Leadership in the centre was strong and staff said they felt supported in their roles. There was no formal on-call system in place to provide support to the centre outside of office hours. The centre manager said that when managers were not available, there was a system for experienced members of the team to act up as a person-in-charge. However, this system was not recorded on the centre rota.

There were systems in place to provide oversight of the performance of the centre and quality assurance. The centre manager monitored care practices in the centre on day-to-day basis and they routinely reviewed and signed off on records such as children's files and daily logs, child protection log, significant events log and risk assessments. Inspectors found evidence that where the centre manager found gaps in practice, she raised issues with individual staff members and at team meetings in order to make improvements. Centre records were of a high standard and good oversight by the centre manager was evident. The Interim Service Manager regularly visited the centre and reviewed care practices. The Interim Service Manager carried out systems checks which included reviews of centre records such as children's files, the fire register, complaints and significant events. They recorded comments on their findings and made recommendations for improvement. The Interim Service Manager reviewed children's files, staff files and centre logs as part of their supervision with the centre manager. Issues identified by inspectors on this inspection were identified by the Interim Service Manager in the systems check, for example, in relation to the lack of care plan for one

child and the effectiveness of young people's meetings.

Risks were well managed in the centre. The centre had a risk register in place. Risk assessments were carried out in relation to children and environmental risks. Each risk was graded in relation to the likelihood and impact of the risk and there were good quality existing and additional control measures in place. Risk assessments were regularly reviewed and signed by the centre manager.

There were appropriate systems in place to record, report and review significant events (SEN's). All significant events were appropriately recorded and notified to relevant parties. Good quality individual work was carried out with children following significant events. The centre manager told inspectors that she reviewed all significant events. Inspectors reviewed a sample of significant events and found that the centre manager made good recommendations for follow-up work to be carried out where required. Significant events were discussed and reviewed in the centre manager's supervision and at staff team meetings. The Interim Service Manager attended regional significant event review meetings.

There were good systems in place for communication in the centre. The staff team were kept updated in relation to the children through the use of handover meetings, children's daily logs, the shift planner and the centre diary. Staff team meetings were held regularly and were well attended by staff. Inspectors reviewed minutes of these meetings and found that good discussion took place in relation to the needs and behaviour of individual children. There were also standing items on the agenda in relation to the use of restrictive practice, reviews of risk assessments, sanctions and feedback from young people's meetings. Practice issues were regularly discussed and direction given, for example, in relation to record keeping and medication management. There was also evidence that information from regional management meetings was fed back to the staff team for discussion.

There were adequate financial management systems in place and these were well organised. Inspectors viewed the systems used to record spending both from petty cash and through procurement cards. Expenditures were well recorded and signed by staff.

The centre maintained a register of children who lived in the centre. This was accurate, up-to-date and in line with regulations.

There was a full complement of experienced staff, many of whom had worked at the centre for some time. The team was well established and provided consistency of care and a stable environment for children. Inspectors reviewed the staff rota and found that there was a sufficient number of staff with an appropriate skills mix on shift on a daily basis. However, the roster did not record when the centre manager was on shift and who was in charge in the absence of the centre manager.

Inspectors reviewed a sample of staff files and found that they were well organised and contained necessary information including Garda Vetting, references and qualifications. There were two new staff members since the last inspection and they received an appropriate induction.

Staff received regular supervision in line with policy and this was of good quality. The majority of supervision for staff was provided by the centre manager while some staff were supervised by social care leaders. All staff had supervision contracts. There was a supervision schedule in place for each member of staff and this noted if supervision occurred, the reasons if there were delays and the dates for rescheduling. Supervision took place within the recommended timeframes and records were detailed and comprehensive. Records showed good discussion about children's needs taking place as well as guidance and direction for staff in relation to their practice. Supervision provided good oversight of staff practice and accountability.

The staff team engaged in ongoing training. Inspectors reviewed the centre training folder and found that the majority of staff had received up-to-date mandatory training in areas such as Children First (2011), crisis intervention, occupational first aid, manual handling, fire drill and fire safety. However, updated mandatory training was required in suicide/self-harm and some staff had not received mandatory training in areas such as trust in care, dignity at work, diversity and smoking cessation. The staff team had engaged in additional training in attachment theory. Inspectors found that training needs were discussed on an ongoing basis at team meetings, supervision and regional management meetings. The centre manager carried out a formal training needs analysis and this identified further training needs of staff.

Judgment: Substantially Compliant

Standard 3: Monitoring

The Health Service Executive, for the purpose of satisfying itself that the Child Care Regulations 5-16 are being complied with, shall ensure that adequate arrangements are in place to enable an authorised person, on behalf of the Health Service Executive to monitor statutory and non-statutory children's residential centres.

Inspection Findings

There were monitoring systems in place and the centre had an assigned monitoring officer. However, the last monitoring report was dated September 2015. The monitoring officer said they maintained contact with the centre manager and received significant event notifications and updates about the service from the centre manager as appropriate.

The centre had implemented various actions identified in the monitoring report, for example, in relation to improving supervision. However, training was identified as an area for improvement in the monitoring report and this inspection found that some mandatory training was outstanding.

Judgment: Non Compliant - Moderate

Acknowledgements

The inspector wishes to acknowledge the cooperation and assistance of all the people who participated in the inspection.