

Cocklebury Farmhouse Homes Limited

13 Greenway Park

Inspection report

13 Greenway Park
Chippenham
Wiltshire
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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Good 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

This inspection took place on 26 and 27 February 2018 and was announced. We gave the provider 48 hours' notice of the inspection. We did this to ensure people and key staff would be available at the service.

The service 13 Greenway Park is registered to provide personal care and accommodation for up to eight people. The service specialises in the care of people with a learning disability. At the time of our inspection there were eight people living at the service.

At our last we rated the service outstanding. At this inspection we found evidence continued to support the rating of outstanding and because of this the report is in a shorter format.

There was a registered manager in post. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements of the Health and Social Care Act 2008 and associated Regulations about how the service is run.

The provider had a positive approach to support people to reach their full potential, whilst reducing risks and keeping them safe. Staff had a good understanding of how to protect people from harm whilst upholding their rights to make choices and take risks to enhance their lives and seek new adventures.

Staff were recruited in a safe way; all checks were in place before they started work and they received an in-depth comprehensive induction. Staff said there were sufficient numbers of staff on duty at all times.

The registered manager and staff understood their role and responsibilities to protect people from harm. Risks had been assessed and appropriate assessments were in place to reduce or eliminate the risk.

People received their medicines from trained competent staff. Medicine records were clear, checked and in good order to ensure people received their medicines safely.

The service was meeting the requirements of the Deprivation of Liberty Safeguards. Staff had received appropriate training, and had a good understanding of the Mental Capacity Act 2005 and the Deprivation of Liberty Safeguards.

People were supported to access health care professionals and health care services when needed. They were offered a choice of foods they enjoyed.

There was a strong person-centred culture apparent within the service. Person centred means care is tailored to meet the needs and aspirations of each individual.

Activities were personalised for each person. Strong community links and engagement had been developed

by the provider.

Staff treated people with kindness, dignity and respect and spent time getting to know them and their specific needs and wishes. Care records contained detailed information about people's needs, wishes, likes, dislikes and preferences.

Staff had a consistent approach and purpose to achieve positive outcomes for people. They excelled at providing consistency which had a positive impact on people's wellbeing, reduced their anxiety levels and provided stability.

The service was well led. Staff were enthusiastic and happy in their work. They felt supported within their roles and held the management team in high regard. Staff described working together as a team, how they were dedicated to providing person-centred care and helping people to achieve their potential.

The registered manager assessed and monitored the quality of the service provided for people. Systems were in place to check on the standards within the service. These included regular audits of care records, medicine management and health and safety.

The care service has been developed and designed in line with the values that underpin the Registering the Right Support and other best practice guidance. These values include choice, promotion of independence and inclusion. People with learning disabilities and autism using the service can live as ordinary a life as any citizen."

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

Good ●

The service remains Good.

Is the service effective?

Good ●

The service remains Good.

Is the service caring?

Outstanding ☆

The service remains Outstanding.

Is the service responsive?

Outstanding ☆

The service remains Outstanding.

Is the service well-led?

Outstanding ☆

The service has improved to Outstanding.

13 Greenway Park

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, and to provide a rating for the service under the Care Act 2014.

The inspection took place on 26 and 27 February 2018 and was announced. The previous inspection was carried out on 17 and 21 April 2015. We rated the service Outstanding overall.

The inspection was carried out by one inspector. Part of the inspection was carried out by two inspectors because two of the provider's services were being inspected at the same time. This meant we could look at some areas collectively because they would be the same for both services and would provide consistency when collecting evidence.

Prior to our visit we asked for a Provider Information Return (PIR). The PIR is information given to us by the provider. The PIR also provides us with key information about the service, what the service does well and improvements they plan to make. We reviewed the information included in the PIR along with other information we held about the service. This included notifications we had received from the service. Services use notifications to tell us about important events relating to the regulated activities they provide.

We contacted 14 health and social care professionals as part of our planning process and invited them to provide feedback on their experiences of working with people at the service. We received a response back from four of them.

Some people were able to talk with us about the care they received. We met and spoke with all eight people who lived at the service. We also spoke with the one relative and one volunteer. We sat and carried out observations of other people who were unable to communicate with us.

We spoke with the provider, two registered managers, a manager and five staff.

We looked at the care records of two people living at the service, three staff personnel files, training records for staff, staff duty rotas and other records relating to the management of the service. We looked at a range

of procedures including safeguarding, mental capacity and deprivation of liberty, accidents and incidents and equality and diversity.

Is the service safe?

Our findings

The service remained safe. People were protected from avoidable harm and abuse. Staff told us that people would indicate to them if they felt unhappy or safe, and staff knew people well enough to react to any changes in behaviour. We observed people appearing content in the company of staff. When we arrived at the service, some people were relaxing in the lounge with staff. There continued to be a robust safeguarding policy in place. There had been no safeguarding concerns since our last inspection. Staff had received effective training in safeguarding.

Staff had identified the risks associated with people's needs, such as mobility, leaving the building, participating in activities and any behaviour that could be challenging. Some people displayed behaviour that challenged where in the past physical restraints were required to ensure the safety of the person and others. Clear protocols were in place to ensure this was used as the least restrictive option. All staff had received physical intervention training where they were shown the techniques to be used for safe restraint. We were told if restraint was used then a full report was written up with reflective practice around the triggers which led to this.

There were suitable systems to protect people by the prevention and control of infection. Records showed that the registered manager had assessed, reviewed and monitored that good standards of hygiene were maintained in the service. We found the service was clean and had a fresh atmosphere. Soft furnishings, beds and bed linen had been kept in a hygienic condition. Staff recognised the importance of preventing cross infection.

Medicines were administered safely by staff who received specific training. Suitable storage facilities were in place for the safekeeping of medicines and clear records were kept of all medicines administered at the service. We checked the medication administration records for people and noted they were correctly signed when medicines had been administered. There had been 10 errors involving medicines within the last 12 months. The registered manager told us these errors were recording issues that had been picked up during the audit process. Unused medicines were returned to the local chemist and signed out of the service.

There were enough staff to support people's needs. Staffing levels at the service were regularly reviewed to ensure people were safe and received the support they needed. The registered manager told us where appropriate staffing levels would be increased in accordance to people needs. An example being if staff were required to support a person due to their increased level of need or if people wanted to go on holiday. Annual leave and sickness was covered by permanent staff as overtime. Staff from the providers other services also helped to cover shifts. People confirmed there were enough staff working at the service to provide them with the support they required.

Effective recruitment procedures were in place and ensured people were supported by staff with the appropriate experience and were of good character. We looked at the recruitment records for two staff and found recruitment procedures were safe and the relevant checks had been carried out. This included completing Disclosure and Barring Service (DBS) checks and contacting previous employers to check upon

their employment history and past performance.

Is the service effective?

Our findings

The service remained effective. People continued to receive a service which was effective.

Staff had regular supervisions and observations with senior staff, and told us they felt supported in their role. Staffs training and development was discussed with them during formal supervision. The registered manager would often work alongside staff and therefore was able to regularly review the performance of staff.

Staff were also required to refresh their training from time to time to ensure they remained up to date with the knowledge and skills required to support people effectively. Staff were supported to undertake nationally recognised qualifications and other training to support their skills and knowledge. For example staff had completed training in violence and aggression and equality and diversity. Staff were provided with supervision by a senior member of staff. This gave them an opportunity to reflect on their work and ways to improve, including training. Staff also had appraisals where they discussed what they thought about working at the home and any areas they had concerns about.

There were pictorial menus displayed in the dining room, detailing the meals for that week and these were used to help people make food choices. Pictorial menus were used, based upon people's likes and dislikes to create menus. At a recent house meeting the menu option of cheese toasties was changed to wraps as this was people's preferred choice. People were supported to eat and drink enough in order to maintain a healthy weight. Every Friday was 'pudding day' with people offered their favourite pudding. During other days of the week healthy options were offered such as fruit and yoghurts. Most people were able to make themselves drinks. Mealtimes revolved around people and their activities. People were encouraged to participate in meal preparation and cooking. One to one cooking skills was offered by the cook. Health records showed people were weighed regularly to ensure they maintained a healthy weight.

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that as far as possible people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

Staff had received training in MCA and DoLS and demonstrated a good working knowledge of associated legislation. Staff told us they were aware that people's capacity to make specific decisions may fluctuate, so assessments regarding people's capacity may need to be reviewed. They were also able to explain the purpose of best interests meetings and the process that would be followed. Throughout our inspection we observed staff offering people choices and seeking their agreement before providing support.

People can only be deprived of their liberty to receive care and treatment when this is in their best interests and legally authorised under the MCA. The application procedures for this in care homes are called the Deprivation of Liberty Safeguards (DoLS). We checked on the DoLS process since our last inspection. Three

people's applications had been authorised by the local authority. Records confirmed five further application forms had been submitted and were awaiting the outcome from the local authority. These were submitted as some people could not freely leave the home on their own, also because people required 24 hour supervision, treatment and support from staff. The DoLS provides a legal framework and allows a person who lacks capacity to be deprived of their liberty if done in the least restrictive way and it is in their best interests to do so.

Input from other professionals was given a high priority. Advice had been sought from a range of health and social care professionals and plans were put into place as a result. People were supported to live active and healthy lives. When people were unwell staff supported them to see a doctor and ensured they received the support they needed. People received the appropriate yearly wellbeing check-ups that was appropriate to their gender.

Is the service caring?

Our findings

The service continued to provide an outstanding caring service.

People valued their relationships with the staff and felt that they often go 'the extra mile' for them, when providing care and support. People told us, "They [staff] care for me very well. I am so happy here", "I like having my own space and the staff make me feel worthwhile" Another person told us, "The staff are like my family and we get on well. We always have so much fun and I like all of the staff". One person told us how they had formed a good relationship with their keyworker. They enjoyed 'girlie' shopping trips with staff. Previously before living at the service the person did not have an interest in taking pride in their appearance. Another person told us how the staff had helped them to find a job locally volunteering.

Without exception relatives and volunteers told us staff consistently went 'beyond' their expectations to support people and their loved ones to achieve their potential and live fulfilling, active lives. One volunteer told us how they were involved with the service and managed a local football team which people attended if they wished. This football team was for people with who had a disability. We were told some people had a passion for football and supported a local football team. They told us the provider was supportive of people to attend home football matches. The volunteer stayed with people during the football match to ensure people were supported and looked after. They were able to tell us how one person in particular had benefitted from going to football. The person was previously withdrawn and did not engage. We were told the person had become much more outgoing, talkative, calmer and trusting.

There was a strong, visible person centred culture at the service and there was a clear commitment to supporting people to express their views and feelings. Staff knew in detail about people's background, their preferences, likes and dislikes and their hopes and goals and supported people in a way that they preferred. The staff team worked exceptionally well together to provide outstanding care for people. They took time to consider how they could support each person in the best possible way to fully meet their needs and encourage their growth and independence. This helped to personalise people's experiences of the service. For example, one person's goal was to ride on a Chopper bicycle as this was something they had wanted to do. They had emphasised to staff the importance in having this opportunity. The provider told us the person had celebrated a special birthday and to make this extra special the provider had purchased a chopper bicycle for them as a surprise. We were shown a video of the person being given their present. It was clear they were happy and very keen to ride the bike straightaway. This was an achievement for the person and had enhanced their independence. Birthday celebrations also had taken place.

Staff were highly motivated and inspired to offer care that was kind and compassionate and were determined and creative in overcoming any obstacles to achieving this. The registered manager was keen for people within their care to remain with them for as long as was suitable. Some people living in the service had become older, frailer and their needs had changed. In order for people to remain living at the service the provider had looked at how they could accommodate people's changing needs. One person in particular required a higher level of care due to frailty. The provider had built an extension on the front of the service to extend the person's room. A new ramp had been built along with the installation of their own front

door and wet room. CCTV had also been added and was connected to the persons TV. The provider told us the initial reason for this being installed was for safety reasons as the person used to previously leave the service without staff. The person enjoyed watching people come and go on the CCTV. The side of house had also been extended in order to build bathrooms onto the side of two people's bedrooms. The provider told us this promoted people's independence, privacy and maintained their dignity as they had access to their own bathroom. Since two of the bathrooms had been built we were told the two people were managing their personal care much better. They were able to use facilities unsupported and were involved with choosing how they wanted this decorated

One person was supported through a family bereavement by the staff. They enjoyed driving past their previous family home with staff. On one occasion whilst driving back to the service they drove past the person's previous address. The new owner of the house recognised the person and welcomed them in to the house with the staff member to have a look around. The new owner had previously lived in a different house on the same street which was how they knew the person. The staff we spoke with told us how much this had meant to the person. This had also helped them to cope with their bereavement as they were able to talk about their loved one.

There was a lot of laughter, people and staff were seen to have fun together and shared a laugh and a joke and people looked happy. We observed friendly exchange between staff and people. There were detailed descriptions of what was important to people and how to care for them, in their preferred way, in people's individual care plans. Staff talked about people's individual needs in a knowledgeable way and explained how people were given the information they needed in a way they understood so that they could make choices.

A health and social care professional told us, "The staff are always, very welcoming, polite, committed and professional. All the staff engage every time I visit and always introduce themselves even if I don't know them. As far as I have seen they always engage with the residents in a very positive manner, whilst considering the person's rights". One staff member told us, "The staff are committed to those in their care and attend to physical health needs; emotional and psychological needs; family needs and social needs. The fact that all these elements of a person's life are considered adds to the caring feel within the homes. I have seen on many occasions lovely and appropriate interactions showing compassion, humour and fun. This is part of the approach that ensures those in their care feel safe and supported".

Is the service responsive?

Our findings

The service remains an outstanding responsive service.

Professionals visiting the service said it focused on providing person-centred care and it achieved exceptional results. We received the following feedback, "They work effectively with some potentially very complex individuals that have historically severely challenged other services", "They have very successfully and positively managed some individuals with challenging behaviour and mental health problems", "They were very happy there and the staff worked hard to give my client the stability and confidence to turn his life around so that he felt he had a future and a purpose to life", "They support some very complex individuals and have succeeded when other providers have failed. They enable individuals to progress and reach their potential", "There are good structures, routine, meaningful engagement opportunities in terms of occupation and social opportunity. In turn the incidents of severe behavioural incidents are reduced. This reflects that the staff team understand the individuals they support well and what works for those individuals".

People were placed at the very centre of their care and were able to develop and grow in confidence. The staff developed strong relationships with people and fully understood what caused each person stress or anxiety, and may therefore be a barrier to achieving something. The entire staff team were committed to improving people's quality of life by minimising the use of restrictive practices and reducing the use of restrictive physical interventions. Staff developed strategies to ensure people had a positive experience.

People's care and support was planned proactively in partnership with them. The registered manager was able to tell us about two success stories where they had made a difference to people's life's in the past two years. An example being one person had a history of self-harm, self-neglect and had been under several legal restrictions in the past. Since living at the service they had settled well and their life had changed immensely. The person was supported by a stable staff team who were dedicated and invested their time into settling the person. The staff had acted as a good role model to enable the person to become independent. This had resulted in the person living a healthy life style and subsequently they had lost a significant amount of weight which was their goal. The person was no longer self-harming as they were happy, felt valued, took pride in their appearance and were under minimal restrictions. The person was given a paid role within the service which helped them to feel valued. The person took the time to tell us about their experience. They told us "The provider has been like a father figure and really helped me. I have my life back on track and I am so happy".

Another person moved to the service and had previously neglected themselves, displayed challenging behaviour and had abused alcohol. The registered manager was able to tell us how they had worked hard to settle the person. They had provided support, stability and emphasised the importance of maintaining their wellbeing through eating healthy and participating in exercise. This had a positive effect on the person who had worked hard to lose a significant amount of weight. They had started to attend health appointments and engage with professionals. The person had undergone an extensive amount of dental treatment due to past self neglect. The person participated in activities and exercise. Their behaviour was managed effectively

as the staff had helped the person to develop coping strategies.

The provider's strengths were that they helped people to achieve their goals and supported them to continuously be supported with their own hobbies and interests. The registered manager told us that one person enjoyed watching racing cars and collected model cars. At short notice the person's family had managed to get hold of tickets to watch the final round of the British Touring Car Championship live event at Silverstone. The event was being held the next day. Due to the person's passion of the sport the provider was able to organise staff at short notice to go with the person and transport was provided. We were shown photographs of the person at the event with staff having fun. The registered manager told us that they had taken another person to a steam rally that had a passion for lorries. At the event the provider organised with a lorry driver for the person to have a short ride in their lorry. We were told how much this had meant to the person and they were proud to have achieved their goal.

Some people had mentioned to the provider that their goal was to ride in a speed boat. We were shown photographs of the people in a speed boat on an organised day out. They also had fun using inflatables on the water. One person told us, "We had such a fun day out this day. I never thought I would do this". Staff we spoke with were enthusiastic and told us the provider was person centred and very much wanted people to meet goals and achievements. One staff member told us, "If a person mentions they want to do something then the provider will go out his way to make this come true. Staff told us how one person had an interest in cars and had a collection of models. The provider supported the person to wash a small amount of staff cars each week. The person saw this as their own business which they had grown over the years. In return the staff paid the person small amounts of money so they could invest in electronic gadgets which they were interested in.

Exercise and healthy eating was a strong value of the service which was promoted. Each morning people were offered the choice to participate in exercise in the lounge with music played in the background. We took the opportunity to observe people take part in this activity and saw people appeared to be happy and were having fun. This exercise group was facilitated by a person who lived at the service who enjoyed leading this.

People who used the service were encouraged and supported to engage with services and events within the community. People were encouraged to lead active lives which involved swimming, horse riding and canoeing. People were supported to participate in a weekly forest walking group with people from the provider's other services taking part. The staff told us walks in the forest at Christmas time was festive with Christmas jumpers worn. Activities and community engagement were an important part of the service. People engaged in regular activities which included bowls and darts, drinks at the local pub to meet up with the other provider's services and evening clubs with entertainment. People were provided with annual passes to Longleat and regularly enjoyed days out there.

Festive periods were celebrated by holding an annual Christmas meal party and a Christmas disco party. The provider told us that in December 2017 for the first time all three of the provider's services went out for a Christmas meal party together held at an outside venue. This ensured that people and staff who mixed together on a weekly basis could celebrate Christmas all together. The registered manager told us this was an important event as Christmas was people's most favourite time of the year. We were shown photographs of the party which included Father Christmas arriving by a tractor and trailer. A famous rugby player attended the party and had played the role of Father Christmas. The rugby player was supportive of the service and often popped into the service to visit.

There was also a separate party held a week later at the pub. Family and friends attended along with

members from the community. A member of staff told us all the tradesmen involved with the service (electricians, builders, plumbers) also attended. This was to give people a wider group of people to meet and chat with. The dress code was of Christmas theme/ Christmas jumpers. At this party there was a buffet laid on with entertainment booked. The entertainer/singer was very well received by all which included people being invited on stage to join in with singing and announcements.

One of the managers told us how they helped to involve people with saving eight baby ducks that had nested at her own home. The manager had contacted a Wildlife Trust to safely return them to the river. She involved people living at the service who shared an interest in wildlife. Three people helped the manager to return the ducks to a local river. We were told the whole event received coverage by the local newspaper.

The service had an effective complaints process in place which gave people information on how to raise any concerns they might have about the service. The procedure was in pictorial form with pictures of staff to advise people who they could speak with if they were unhappy. Since the last inspection the service had received one complaint by a person living at the service. The appropriate action had been taken to investigate the complaint which was resolved to their satisfaction.

Is the service well-led?

Our findings

It was evident from the responses we received from people and relatives, staff and volunteers, health and social care professional that this was a very well-led service. Throughout the report we have included many examples of how the provider had continued to provide an outstanding service to people. People who used the service, staff and relatives told us how the provider had continued to provide person centred care and made things happen for people. An example being included the extensive alterations made to the building to accommodate people's changing needs. Another example included the impact on changing people's life's that had previously been unwell and withdrawn in past services.

We received a very warm welcome by people who lived at the service and the whole staff team. People were passionate and keen to be involved in the inspection and share their experiences. People were confident and assertive in the service they received and in the company of the provider, registered manager and staff. The atmosphere was buoyant, happy and refreshing.

There was an overwhelming view from the staff team that they were proud to work at 13 Greenway Park. The majority of staff had worked at the service for many years and staff turnover was very low. Staff were all committed to enriching people's lives, providing them with a homely environment and helping them to have fun. Staff were complimentary of the providers leadership and commitment to the service. Staff we spoke with were able to tell us about the leadership from the provider. Comments we received included, "The secret of our success is the enthusiasm that X (provider) has for getting things done right and his absolute devotion to the homes. This enthusiasm is infectious and permeates through every staff member".

Visiting professionals felt the service was continuously well led and person centred. We received the following comments about the services strong leadership, "The managers are extremely committed to the homes and the people that they support. Their communication and response is very quick and efficient and their paper work that I have seen has been comprehensive", "Leadership is strong with a good and consistent leadership team. The staffing within this service is very steady and there is not a huge turn over as we find in many other services".

The culture of the service was open, honest, caring and fully focused on people's individual needs. Our observation of the service was that it was well run and that people who used the service were treated with respect and in a professional manner. We found the service had a welcoming and friendly atmosphere. When we arrived at the service on the first day of the inspection people were keen to come meet with us. Throughout the inspection people and staff were forthcoming in sharing their experiences of the service and of the registered manager with us. Staff morale was high and the atmosphere within the service was warm, happy and supportive.

The provider had a track record of being an excellent role model. They have developed and sustained a positive culture in the service. People and staff that we spoke with described the registered manager and provider as "father figures" and excellent role models. They were able to nurture people and staff to bring out the best in people. One staff member told us how one person's family did not contact the person that

much. The staff member told us how the registered manager had encouraged the person to keep in contact by phone with their family. They also supported the person to meet with their family when they wished. The registered manager spoke about accepting people into the service who had previously been let down by the care system. They spoke about people who had spent many months in secure environments because other care providers could not support them when they displayed behaviours that could be seen as challenging. It was clear from speaking with staff that they respected the registered manager's decision to support people with complex needs. The registered manager said they did not advertise their service but over many years they had built good relationships with social workers and different local authorities. We were told about the consistency in the management of the service and the calm environment for people. This had led to a reduction in behaviours that may be challenging to others. We were told the reduction in behaviours that challenged had been particularly noticeable within five people who lived at the service.

The service benefited from strong leadership and enthusiastic managers. The provider visited the service daily and was very 'hands on' and involved with people's care and support. They gave advice and guidance to the managers about any necessary changes to be made. The provider told us he phoned each service every evening. This was to check with senior staff on how things were and if there had been any concerns. The provider also went through the diary for the next day to help prepare people for appointments and activities. There was a registered manager in post and they were supported by an assistant manager.

Staff were very passionate about their role in supporting people to lead the life they wanted. It was evident the service was set up around each person with the emphasis on encouragement to enable the person be independent. Relatives and spoke very positively about the management of the service. One told us, "I cannot fault the managers as they provide such high standards of care". A volunteer who supported the service told us, "X is an amazing manager and the home is very well run. It is a friendly home and I really enjoy helping out".

The service found creative ways to enable people to be empowered and voice their opinions. People, relatives and professional views about the service were sought and acted on. Within the last year the service has introduced a computer based system to gain feedback. This system was used by people, relatives and professionals and been developed in an easy read and pictorial format. One relative had made the following comment, "Greenway Park is ideal for my relative and he is very much at home here". This system was used across all of the provider's services. The provider was able to collate and analyse responses made with an automatic flagging system in place. Negative feedback could only been closed down from the system once this had been properly investigated and actioned. Recommendations and feedback was documented and followed up by the registered manager and staff team. One person was supported by staff to use the system as they were unhappy with how they had been treated by another person. This had been dealt with by a thorough investigation carried out by the service who had taken responsive action. The person had then apologised for their actions.