

1234990

Registered provider: The Percy Hedley Foundation

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and managed by the Percy Hedley Foundation. It offers care and accommodation for up to 14 children who may have physical disabilities, learning disabilities and/or sensory impairment.

The accommodation consists of a residential unit and a three-bedroom cottage. The manager has been in post since May 2020 and registered with Ofsted on 1 September 2020.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting to carry out a monitoring visit on 10 March 2021. The report is published on our website.

Inspection dates: 4 and 5 May 2021

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	inadequate
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 24 September 2019

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection:

A monitoring visit was carried out on 24 March 2020 in response to information received by Ofsted which suggested potential breaches in regulations. Following the visit, a compliance notice was issued under regulation 27.

A monitoring visit was completed on 7 April 2020 to review the action taken by the provider. It was agreed that the provider had met all of the steps in the compliance notice which had been issued at the previous visit.

A monitoring visit was completed on 29 July 2020 in response to information received by Ofsted which suggested potential breaches of regulations. Following the visit, a compliance notice under regulation 23 and a restriction of accommodation notice were issued.

An assurance visit was completed on 8 September 2020. Inspectors found that the provider had failed to meet all the steps in the compliance notice issued at the previous visit. Therefore, the compliance notice under regulation 23 and the restriction of accommodation notice were reissued. In addition, a compliance notice was issued under regulation 13.

A monitoring visit was completed on 27 October 2020 to review the action taken by the provider. The inspector found that the provider had completed all of the steps in the compliance notice under regulation 23. However, the provider had failed to meet all of the steps in the compliance notice under regulation 13. Therefore, this was reissued.

A monitoring visit was completed on 14 December 2020 to review the action taken by the provider. The inspector found that the provider had completed all of the steps in the compliance notice under regulation 13.

A monitoring visit was completed on 10 March 2021. There were no serious or widespread shortfalls identified.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/09/2019	Full	Requires improvement to be good
12/06/2019	Full	Inadequate
01/08/2018	Full	Requires improvement to be good
22/05/2018	Interim	Declined in effectiveness

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

Children have fun and enjoyable experiences with staff. Staff consider children's views and interests when planning activities. Children are encouraged to make choices according to their individual communication needs. They have individual memory books which include photographs of various activities and trips. This demonstrates that children enjoy experiences and are making positive memories.

Children's bedrooms are personalised with their favourite colours, pictures, toys and soft furnishings. The children have shared spaces where they can spend time together with the support of staff. The home is clean and well maintained. Rooms are furnished, for example with soft floor mats and cuddly toys, to meet the children's needs. This means that the improvements to the standard of the home have been maintained.

Children have positive relationships with the staff. Inspectors observed children being appropriately supported by staff who are in tune with their needs. The manager and staff get to know the children well and use this information to develop personalised strategies to support children. For example, staff can respond effectively to calm and soothe children who experience anxiety. Children form trusting bonds with their caring adults, which helps them to feel secure.

Children are making progress in some areas of their lives. Each child is allocated a member of staff who provides key-work sessions. However, these sessions are ad hoc. Sessions do not always link to the child's relevant plans or their specific targets. The manager does not have an effective system in place to consistently track children's progress. This means that children's progress cannot always be measured.

Children's care plans contain personalised information, such as family birthdays and significant events, so that children can benefit from joining in celebrations. This promotes family connections. However, not all plans are up to date. For example, staff had not completed one child's plan in preparation for them moving into the home. This shortfall could result in children experiencing inconsistent care.

The manager and staff have tried to raise the standards of care for the children living in the home. They have introduced new ideas and systems to develop the service. However, some of the shortfalls identified at this inspection are a recurring concern. Therefore, the systems introduced so far are not effective and their impact is short-lived. This affects children's experiences in the home and the progress that they can make.

How well children and young people are helped and protected: requires improvement to be good

The quality of children's risk assessments varies. The manager has changed the way risk assessments are written and this has been an improvement. However, some risk assessments do not include all the child's risks, or the strategies staff should use to manage them. This means that staff do not have all information necessary to reduce the risks to children.

Records show that staff warmly welcome children when they move into the home. The manager involves partner agencies and family members, where appropriate, in the process of admission. However, the manager does not fully assess the potential impact of a new child on the group of children who already live in the home. Therefore, the manager cannot be assured that she has thoroughly considered the suitability of admissions.

The manager and staff respond to concerns about children. However, records of incidents are not always accurate or complete, which means that key information is missing. For example, some records do not include the time of a restraint or details of a debrief with staff. The manager has failed to ensure effective scrutiny of documents. Therefore, inaccuracies are not identified and addressed, which places children at increased risk.

The effectiveness of leaders and managers: inadequate

Inspectors found widespread and serious gaps in the quality of leadership and management in the home. Despite previous compliance notices, the provider has failed to ensure sufficient improvement in this area. Where progress has previously been achieved, this has not been sustained.

Staff supervision is not up to date. This is a repeated concern in this home. Some staff have not had supervision for over six months. The manager's system to track supervision is not effective and long gaps between sessions are not identified. Staff say they feel supported by the manager and have access to advice at any time. However, the lack of staff supervision impacts on reflective practice, staff development and the manager's ability to review the care that children receive.

Staffing shortages continue to undermine the consistency of care that children receive. Agency staff are used on a regular basis. The plans to create smaller staff teams around the children have not progressed. In addition, some staff allocated to care for children with complex medical needs are not adequately trained. This impacts on the quality of care that children receive and potentially places them at risk of harm.

Recruitment files do not have all the information required, such as photographic identification within recruitment records for staff. Additionally, some records do not contain documentary evidence of staff's relevant qualifications. These shortfalls demonstrate that there is a lack of exploration regarding the suitability of staff.

The manager's monitoring and reviewing systems are not effective as these systems failed to identify these shortfalls. This impacts on the manager's ability to evaluate the children's experiences in the home and make improvements.

Following this inspection, two compliance notices were issued to address areas identified as having serious and widespread concerns. A further six requirements were issued to address other shortfalls.

What does the children's home need to do to improve?

Statutory requirements

This section sets out the actions that the registered person(s) must take to meet the Care Standards Act 2000, the Children's Homes (England) Regulations 2015 and the 'Guide to the children's homes regulations including the quality standards'. The registered person(s) must comply within the given timescales.

Requirement	Due date
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child; that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1) (2)(a)(i)(b))	6 May 2021
*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home's workforce provides continuity of care to each child;	20 June 2021

understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(c)(e)(f)(h))	
The care planning standard is that children— receive effectively planned care in or through the children’s home. In particular, the standard in paragraph (1) requires the registered person to ensure— that arrangements are in place to— ensure the effective induction of each child into the home; that each child’s relevant plans are followed. (Regulation 14 (1)(a) (2)(b)(i)(c))	5 November 2021
The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety. The requirements are that— full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (3)(d))	5 November 2021
*The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))	20 June 2021
The registered person must ensure that— within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes— the name of the child; details of the child’s behaviour leading to the use of the measure;	5 November 2021

the date, time and location of the use of the measure; a description of the measure and its duration; details of any methods used or steps taken to avoid the need to use the measure; the name of the person who used the measure ("the user"), and of any other person present when the measure was used; the effectiveness and any consequences of the use of the measure; and a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure; within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")— has spoken to the user about the measure; and has signed the record to confirm it is accurate; and within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))	
The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; and are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))	5 November 2021
The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months.	5 November 2021

In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—

the quality of care provided for children;

the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and

any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.

After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ("the quality of care review report").

The registered person must—

supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and

make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home.

The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff.

(Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))

* These requirements are subject to a compliance notice.

Recommendation

- The registered person should review the location of the home to ensure that children are safeguarded effectively. The review should include the identification of any risks and opportunities presented by the home's location and strategies for managing these. ('Guide to the children's home regulations including the quality standards', page 64, paragraph 15.1)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, using the 'Social care common inspection framework'. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the 'Guide to the children's homes regulations including the quality standards'.

Children's home details

Unique reference number: 1234990

Provision sub-type: Children's home

Registered provider: The Percy Hedley Foundation

Registered provider address: Percy Hedley School, Forest Hall, Newcastle Upon Tyne NE12 8YY

Responsible individual: Lisa Deane

Registered manager: Margaret Laidler

Inspectors

Catherine Heron, Social Care Inspector

Paula Kelly, Social Care Inspector

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