

1234990

Registered provider: The Percy Hedley Foundation

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The children's home provides care and accommodation for up to 14 children or young people who may have physical disabilities, learning disabilities and/or a sensory impairment. The accommodation consists of a residential unit and a three-bedroom cottage. A private provider operates the home. There is no registered manager in post.

Inspection dates: 12 to 13 June 2019

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and widespread failures that mean children and young people are not protected and their welfare is not promoted.

Date of last inspection: 1 August 2018

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/08/2018	Full	Requires improvement to be good
22/05/2018	Interim	Declined in effectiveness
14/06/2017	Full	Outstanding

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 quality and purpose of care standard is that children receive care from staff who understand the children's home's overall aims and outcomes it seeks to achieve for children; and use this understanding to deliver care that meets the children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to ensure that staff– protect and promote each child's welfare; treat each child with dignity and respect; and provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background. (Regulation 6(1)(a)(b), (2)(b)(ii)(iii)(iv))	21/07/2019
The health and well-being standard is that children receive advice, services and support in relation to their health and well-being. In particular, the standard in paragraph (1) requires the registered person to ensure that staff help each child to– achieve the health and well-being outcomes that are recorded in the child's relevant plans; and understand and develop skills to promote the child's well-being. (Regulation 10(1)(b), (2)(a)(ii)(iv))	02/09/2019
*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	21/07/2019

arrangements to reduce the risk of any harm to the child; have the skills to identify and act upon signs that a child is at risk from harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about the child's welfare; and are familiar with, and act in accordance with, the home's child protection policies; 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)(iii)(v)(vi)(vii)(b))	
*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that– 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 statement of purpose; ensure that staff work as a team where appropriate; ensure that the home's workforce provides continuity of care to each child; ensure that the staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; ensure that the home's workforce provides continuity of care to each child; and understand the impact that the quality of care provided in the home is having on the progress and experiences of each child	02/09/2019

and use this understanding to inform the development of the quality of care provided in the home. (Regulations 13(1)(b), (2)(a)(b)(c)(d)(e)(f))	
The registered person may only– employ an individual to work at the children’s home; or if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3). The requirements are that– the individual has the appropriate experience, qualification and skills for the work that the individual is to perform. (Regulation 32(2), (3)(b))	02/09/2019

* These requirements are subject to a compliance notice.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

The staff are failing to provide adequate levels of care and support to ensure that the children's and young people's needs are met. As a result, not all the children and young people are progressing or achieving their full potential.

The children's and young people's good health and positive well-being is compromised. None of the children or young people have a written healthcare plan that sets out fully their healthcare needs, how these will be met or who is responsible for meeting these needs. Consequently, staff are not informed sufficiently about how to meet the children and young people's health needs. This also reduces the effectiveness of the monitoring arrangements to inform leaders and managers whether health needs are being met.

The staff do not act when there are clear indications that children and young people have new and significant needs. For example, there is clear record in a young person's daily diary that he experienced disturbed nights for several weeks, getting out of bed at least five times during the night. Staff have not responded to this to support the young person to have a healthy sleeping regime.

The children and young people are not cared for by a regular staff team and this is not supporting consistency and continuity. One young person's records show that she was looked after by 19 different staff over a seven-day period. This practice is not acceptable and does not promote positive relationships and stability.

The children and young people are achieving at school. They have regular attendance and are meeting their educational targets. The staff have improved the activities available and the children and young people have had their first holiday, which they thoroughly enjoyed. The provider has reduced the number of children and young people in the larger residential unit. As a result, the current children and young people are much more settled. Transitions for young people moving into adulthood are good. Careful planning and support are leading to these young people having a positive moving-on experience.

How well children and young people are helped and protected: inadequate

Leaders, managers and the staff are not adequately following the home's child protection procedures. This compromises the children's and young people's safety and their welfare.

Since an allegation made against a member of staff and subsequent investigation, the staff in charge of the home have not recorded any details in the home's child protection log. A failure to ensure that the required safeguarding records are kept increases the likelihood that future child protection enquiries could be compromised and does not support effective monitoring. This places the children and young people at risk from

unsafe practice.

The staff have failed to act after seeing unexplained bruising on some children and young people. The staff have recorded these injuries on body maps that are kept in the children's and young people's individual case files. The staff, including managers and senior staff, have not recognised these injuries as potential child protection concerns, nor have they escalated their concerns to a relevant child protection officer. This places the children and young people at risk.

There are significant shortfalls in risk management. Risk assessments do not adequately identify risks that can have a serious impact upon the safety of the children, young people and staff. Leaders and managers have failed to act upon known high-risk situations. For example, the staff have not updated the risk assessment for a vulnerable young person who went missing.

In addition, despite a significant reduction in staffing levels at night, there is no generic risk assessment to guide staff about the steps that they must take when incidents occur during the night. This insufficient approach to reducing known risks compromises the safety of the children and young people.

The effectiveness of leaders and managers: inadequate

The provider has not ensured that there is stable leadership at the home. Since May 2018, two registered managers have left their employment. A lack of strong leadership is contributing to the unsatisfactory services that are being delivered to the children and young people.

The provider is failing to employ adequate numbers of suitably qualified, trained and experienced staff. As a result, staff turnover is extremely high. The home is dependent on an excessive use of agency staff and the regular staff working long hours that include overtime shifts. This is affecting the quality of care and staff morale.

Statutory training, including a level 3 childcare diploma qualification, is not being delivered in a timely manner to ensure that the staff have the skills and knowledge that they need to meet children's and young people's needs. For example, the training to carry out safe restraints and manage challenging behaviours is out of date. This is because the deputy manager who is responsible for delivering the training has been allocated additional management tasks.

The home has failed to fully meet previous, repeated requirements and a previous compliance notice. This points to an inability to make progress to the home's performance. The provider is not adequately developing the home to create an environment where children and young people can flourish.

The provider has failed to ensure that there are comprehensive monitoring systems to scrutinise the home's performance and the outcomes for the children and young people. Outcomes from this inspection demonstrate that there are wide-ranging failings in all

outcome areas that put children and young people at risk of harm.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the difference made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

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: Ann-Marie Watts

Registered manager: Post vacant

Inspectors

Debbie White: social care inspector

Mark Proffitt: social care inspector

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