

1241782

Lancashire County Council
Monitoring visit

Information about this children's home

This is a local authority children's home. It is registered to provide care for up to six young people who may have emotional and/or behavioural difficulties.

Inspection date: 5 July 2017

This monitoring visit

A monitoring visit was carried out on 8 June 2017 following concerns raised with Ofsted in relation to some young people's behaviour in the community. At this visit, significant shortfalls were identified in the home's leadership and management and in the protection of young people. The shortfalls were judged to be seriously compromising young people's safety and well-being. As a result, Ofsted issued two compliance notices.

A further monitoring visit took place on 5 July 2017. This was to assess the actions taken by the provider in response to the compliance notices issued by Ofsted. The provider was able to demonstrate that they had taken robust action to improve practice within the home and further promote young people's safety and well-being.

Since the last inspection, a number of senior managers from the organisation have worked closely with the registered manager to support him in making the required improvements. The registered manager has been supported to develop and implement an action plan, and this is being reviewed on a regular basis to ensure that it continues to be effective. During the visit, two senior managers were present at the home, working alongside staff to review young people's care plans and risk assessments.

A training and skills audit has been completed for every staff member including those in the management team. This has enabled managers to identify areas where they and the staff team need additional support to develop their practice. Managers spoke in a very open and positive manner about this process and described the measures taken to address the findings.

It has been identified that some staff lack confidence in providing effective behaviour support to young people. As a result, additional training has been sourced. Extra staff, who have been identified as having particular skills in this area, have been brought into the home from across the organisation. They, and managers, are working alongside staff on a daily basis to assist them in developing their practice.

Increased supervision for managers and staff is in place. In addition to enhanced one-to-one supervision, more group supervision and team meetings are taking place. Staff are being encouraged to reflect on their response to incidents that occur. Any incidents are carefully analysed to ensure that potential learning is identified and applied.

Managers and staff have carried out reviews of all young people's care plans and risk assessments. They include improved guidance for staff about how to support young people and manage difficult behaviours. Clearer measures, including increased observation of some young people and quicker reporting when young people are absent from the home, are well detailed in the reviewed documents.

The registered manager reports that as a result of their developing skills and confidence, and the improved guidance, staff are managing situations in a more decisive way. Staff are recognising the need to divert young people and are de-escalating more situations before they reach crisis point. This information was supported by staff who felt they were receiving a good level of support and guidance.

It was acknowledged that young people's behaviour support plans require further improvement. The registered manager has commenced this process by consulting young people to obtain their views about their individual behaviour support. Improved guidance will further assist staff in managing difficult situations effectively.

It was confirmed during this visit that staff are paying more attention to how they can support effectively young people on a day-to-day basis in a manner that reduces the potential for adverse incidents. Problematic dynamics in the home are being managed more effectively by staff who are providing separate activities for young people to engage in. This helps to prevent young people who are a negative influence on each other engaging in problematic behaviour together.

There have been a number of improvements made in the way in which managers monitor incidents that occur in the home and the progress of individual young people. The electronic recording system used in the home has been updated to enable more effective monitoring, and a clearer record of action taken as a result of any incidents that occur is now maintained.

The registered manager was able to give a number of examples of action taken as a result of applying learning from recent incidents. Where it has been identified that a situation could have been managed in a better way, there have been supportive

discussions with staff about this. It is evident that managers are ensuring that they learn from incidents and that the learning is cascaded through the whole staff team.

Where young people's progress has stalled, the registered manager is able to demonstrate that this has been identified and addressed. For example, one young person's school attendance has declined since he moved to the home. The registered manager has taken a number of steps to address this, which include close working with professionals from the young person's school to ensure that he receives the necessary support to improve his attendance.

All staff spoken with reported a reduction in the frequency of adverse incidents, and felt that incidents of young people displaying negative behaviours in the community had significantly reduced. This information was supported by records maintained within the home.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
03/05/2017	Full	Requires improvement to be good

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, 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
8: The education standard In order to meet the education standard the registered person must ensure that— (2)(a)(viii) help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible; (ix) help each child who is above compulsory school age to participate in further education, training or employment and to prepare for future care, education or employment. In particular, ensure that the reasons why a child is on a reduced timetable are clearly explained in the child's relevant plans and when young people are not in education, training or employment they take part in structured activity during the day.	05/08/2017
10: The health and well-being standard In order to meet the health and well-being standard the registered person must ensure that— (1)(a) the health and well-being needs of children are met.	05/08/2017
11: The positive relationships standard The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child's behavioural and emotional needs, as set	30/08/2017

out in the child's relevant plans; help each child to develop socially aware behaviour. (Regulation 11(1)(a)(b)(c)(2)(a)(i)(ii))	
14: The care planning standard In order to meet the care planning standard the registered person must ensure that children— (1)(a) receive effectively planned care in or through the children's home. In particular, ensure that young people's written plans contain information about all aspects of their needs and care, impact assessments fully consider the impact new young people will have on the existing group of children, including strategies to manage any potential risks, and staff do not plan for, and help, each child to prepare for their move to independence.	05/08/2017
33: Employment of staff Ensure that the registered person ensures that all employees undertake appropriate continuing professional development, receive practice-related supervision by a person with appropriate experience, and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33(4)(a)(b)(c)) In particular, all staff receive supervision regularly, a clear procedure sets out the frequency of supervision, and individual development plans set out required training for staff.	05/08/2017

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 1241782

Provision sub-type: Children's home

Registered provider: Lancashire County Council

Registered provider address: Lancashire County Council, PO Box 78, Preston PR1 8XJ

Responsible individual: Paul McIntyre

Registered manager: Mark Davies

Inspector

Marie Cordingley, social care inspector

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