

1242216

Registered provider: Keys Care Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a large private provider. It is registered to provide care and accommodation for up to four young people who have emotional, behavioural and social difficulties. The manager was registered by Ofsted in September 2016 and is qualified.

Inspection dates: 19 to 20 February 2020

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
---	--

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

The effectiveness of leaders and managers	requires improvement to be good
---	---------------------------------

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: 11 December 2018

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
11/12/2018	Full	Good
22/02/2018	Interim	Sustained effectiveness
31/07/2017	Full	Good
08/11/2016	Full	Requires improvement

Inspection judgements

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

Young people and staff have experienced a difficult period over the past few months. There have been incidents of challenging behaviour exhibited by young people. Safeguarding practice, including behaviour management and management oversight of incidents, has not been consistently good.

Young people have variable experiences. Some do well, have positive experiences and make good progress. Others do less well. One young person had her placement ended because behaviour management strategies were not effective. Another placement was not maintained because the young person experienced a deterioration in mental health and required more intense care and support.

Relationships between young people, staff and the manager are affectionate and nurturing. Staff use individual key-work sessions to discuss important issues that affect young people's lives. Young people know that they can confide in staff and trust them.

The manager and staff understand the importance of supporting young people to do well at school. One young person is undertaking an apprenticeship. He attends daily and he enjoys the working environment. Staff provide consistent support and encouragement to this young person to complete the apprenticeship. Staff are proud of him and his achievements.

Staff work hard to maintain young people's relationships with family and friends. The manager and staff advocate on behalf of young people to maintain these important links. Staff provide the emotional support that young people require when having contact with family and friends.

Young people enjoy a comfortable home environment. The home is decorated and furnished to the tastes of the young people and is well maintained. The home has recently experienced some damage, but the manager has ensured that this has been quickly repaired.

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

There have been some concerning safeguarding incidents, including young people attempting to harm themselves and others. Staff responses to these incidents have been, at times, ineffective. Incidents of challenging behaviour have escalated and become unmanageable for staff. Police assistance has been required to restore order on some occasions.

The manager did not ensure that staff had a good understanding of a young person's risk and vulnerabilities. The manager completed a risk assessment in

relation to the young person but failed to share this with staff. Consequently, the young person's behaviour deteriorated and the staff struggled to manage the behaviour.

Assaults on staff have resulted in a high number of physical interventions. The manager has not carefully or promptly reviewed or evaluated these incidents. Debriefs with staff and young people have not taken place. This prevents the manager from being confident that restraint practice is safe or learning lessons to prevent future incidents.

Staff have taken quick and effective action when young people have left the home without agreement. Staff make every effort to follow them and keep in touch with them. Staff contact the police and relevant partner agencies immediately to quickly secure the young person's safe return home. When young people come home, the manager ensures that the local authority completes a return home interview.

The effectiveness of leaders and managers: requires improvement to be good

The manager is experienced, knowledgeable and committed. She has the required management qualification and has set out to develop a stable and reflective team to provide young people with good care. However, the manager has not, on this occasion, provided the right level of oversight and direction to staff in managing some difficult and challenging behaviours. The manager failed to convey the contents of a crucial risk assessment that she had undertaken to staff. As a result, the staff were not equipped to provide the best possible care and manage risk.

The quality of record keeping is not good enough. Written records of incidents are not sufficiently detailed and do not always provide a clear and accurate record of events. This limits the effectiveness of any management review of incidents and has the capacity to prevent managers from identifying concerning practice.

New staff receive a thorough induction that includes the training that they need to be able to provide good care to young people. Staff undertake a broad range of ongoing training throughout their careers. Although most staff do have the required qualification, two are yet to complete it and require more support to achieve this important qualification.

Ofsted was not provided with an up-to-date statement of purpose by the manager. This is an important document that should, in line with regulation, be forwarded to Ofsted following its revision.

The manager has led a focused team meeting to review the recent difficulties in the home and to identify any areas of potential improvement. The efforts of the manager and staff team to understand what went wrong during a difficult period is a positive sign for the future.

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
The registered person must— notify HMCI of any revisions and send HMCI a copy of the revised statement of purpose within 28 days of revision. (Regulation 16 (3)(b))	27/03/2020
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— take effective action whenever there is a serious concern about a child's welfare; and 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)(vi) and (b))	27/03/2020
The registered person must ensure that— 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)(b)(i)(ii) and (c))	27/03/2020

Recommendations

- The registered person should ensure that staff can access appropriate facilities and resources to support their training needs and understand the key role they play in the training and development of staff in the home. ('Guide to the children's homes regulations including the quality standards', page 53, paragraph 10.11)
- Staff should be familiar with the home's policies on record keeping and understand the importance of careful, objective, and clear recording. Staff should record information on individual children in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information about a child must always be recorded in a way that will be helpful to the child. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)

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: 1242216

Provision sub-type: Children's home

Registered provider: Keys Care Ltd

Registered provider address: C/o Pinsett Mason Llp, The Soloist Building, 1 Lanyon Place, Belfast, Northern Ireland BT1 3LP

Responsible individual: David Carser

Registered manager: Holly Robertson

Inspector

Phillip Morris, Social Care Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence>, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: <http://www.gov.uk/ofsted>

© Crown copyright 2020