

1249196

Registered provider: Headway Adolescent Resources Ltd

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately operated children's home belongs to a small organisation. There are four other registered children's homes within the group. The home offers care for up to four children who have emotional and/or behavioural difficulties.

Inspection date: 22 August 2017

Judgement at last inspection: Requires improvement to be good

Date of last inspection: 30 and 31 May 2017

Enforcement action since last inspection

None

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

Leaders and managers have failed to take action to address the requirements set at the last inspection in May 2017. Nine requirements have been made as a result of this interim inspection, five of these requirements are repeated from the last inspection.

The quality of the environment is poor, it is not well presented. Leaders and managers lack urgency in their response to repairing and maintaining the property and its fixtures and fittings to an acceptable standard. Action has not been taken to address some damage to the property. For example, the name of one young person who has not lived in the home for some time is graffitied on the lounge wall. One of the spare bedrooms for children and young people is not fit for purpose as it has a strong smell of cigarette smoke and no bed or suitable furnishings. Leaders and managers' weekly monitoring

analysis does not identify these shortfalls.

Leaders and managers fail to protect children and young people when they make a serious complaint about a member of staff. Leaders and managers do not follow actions from statutory child protection meetings, such as providing staff with extra support and training. Leaders and managers fail to provide staff with information about risk assessments that enables them to continue to work with children during a child protection investigation.

Staff do not provide children and young people with structures, routines and boundaries. There remains a pattern of children and young people spending time in their bedrooms during the day and staying up late through the night. Staff do not support children and young people to have aspirations for their future. Children and young people have discussed some of their interests with staff, such as the army, mechanics, sports, apprenticeships. Staff do not take action to support children and young people to explore these interests. One young person has an education plan in place for the beginning of the next school term but another young person has no education provision.

Staff fail to engage with young people in a way that seeks to nurture and support them. This is apparent in the interactions between staff and young people. There is a failure to communicate with young people in a respectful and caring manner. In addition, staff use inappropriate techniques to manage young people's behaviour. These include switching off the power supply to children and young people's bedrooms and removing the home telephone handset. Leaders and managers fail to challenge this poor practice.

Staff do not follow children and young people's behaviour support plans. The actions of staff have on occasions provoked an escalation of children and young people's behaviour. These actions have resulted in a restraint on the floor. Staff provide children and young people with a debrief about incidents and restraints, but these focus on the negative behaviour rather than checking the young person's welfare and feelings, and understanding how to better support them in the future. Staff sanction children and young people during incidents such as removing speakers and paid activities, and switching off the electricity, but they do not record these as a sanction or consequence. Leaders and managers' monitoring of these records does not identify these shortfalls and poor practice.

Young people are not engaging with the incentive and reward system that is designed to promote positive behaviour. Leaders and managers' weekly monitoring of incentives does not recognise that this concerning pattern is developing.

Leaders and managers fail to carry out suitable checks for agency workers. They cannot be sure if all of the staff that they employ through an agency have suitable references and training. One member of staff's recruitment record indicates that no reference checks have been carried out. Furthermore, the record does not state whether the member of staff has had training in child protection.

Leaders and managers do not ensure that they have the most up-to-date local authority

care plans when children and young people move into the home. Leaders and managers have advocated on behalf of children and young people to request this information. Leaders and managers received one care plan during the inspection and the other was not obtained; this was a requirement at the previous inspection.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
30/05/2017	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
6: The quality and purpose of care standard In order to meet the quality and purpose of care standard, the registered person must ensure that staff— 2 (b)(iii) treat each child with dignity and respect (vii) provide to children living in the home the physical necessities they need in order to live there comfortably (c) ensure that the premises used for the purpose of the home are designed and furnished so as to— (I) meet the needs of each child; and (ii) enable each child to participate in the daily life of the home. Ensure staff treat each child with dignity and respect with regards to the language they use to communicate with children. In particular, take immediate action to improve the quality of the home.	03/10/2017
8: The education standard In order to meet the education standard, the registered person	03/10/2017

must ensure that staff— 2 (i) help each child to achieve the child’s education and training targets, as recorded in the child’s relevant plans; (ii) support each child’s learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study; (iii) understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers; (v) promote opportunities for each child to learn informally; (vi) maintain regular contact with each child’s education and training provider, including engaging with the provider and the placing authority to support the child’s education and training and to maximise the child’s achievement; (b) that each child has access to appropriate equipment, facilities and resources to support the child’s learning. In particular, ensure that staff ensure that children have access to education that meets their needs and routines and structure in the home supports learning.	
*11: The positive relationships standard In order to meet the positive relationships standard, the registered person must ensure that— 11 (1) children are helped to develop, and to benefit from, relationships based on— (a) mutual respect and trust; (b) an understanding about acceptable behaviour; and (c) positive responses to other children and adults. (2) In particular, the standard in paragraph (1) requires the registered person to ensure— (a) that staff— (i) meet each child’s behavioural and emotional needs, as set out in the child’s relevant plans;	03/10/2017

(ii) help each child to develop socially aware behaviour; (viii) strive to gain each child's respect and trust (ix) understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children. In particular, ensure that staff provide children with boundaries, structure and routine. Ensure that staff follow behaviour support plans and use appropriate language with children. Ensure that the home's rules are embedded and children are supported to abide by these rules.	
12: The protection of children standard In order to meet the protection of children standard the registered person must ensure that staff— (2) (i) 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; (ii) help each child to understand how to keep safe; (iii) have the skills to identify and act upon signs that a child is at risk of harm; (v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; (vi) take effective action whenever there is a serious concern about a child's welfare; and (b) 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; In particular, that leaders and managers take immediate action to safeguard children and young people when they make an allegation about a member of staff.	03/10/2017
*13: The leadership and management standard	03/10/2017

In order to meet the leadership and management standard, the registered person must ensure they inspire and lead a culture that— (1) (a) helps children aspire to fulfil their potential; and (2) (a) 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; (c) ensure that staff have the experience, qualifications and skills to meet the needs of each child; (e) ensure that the home's workforce provides continuity of care to each child; (f) 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; (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home. In particular, ensure that leaders and managers lead the home to embed a day-to-day routine that enables children to progress and have aspirations. Ensure that monitoring systems are robust and identify and address poor practice. Ensure that staff including agency staff have suitable skills to meet the needs of children. Ensure that staff provide children with consistent care.	
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; and (b) (ii) that arrangements are in place to manage and review the placement of each child in the home; and (c) that each child's relevant plans are followed. In particular, that leaders and managers ensure that they have the necessary up-to-date local authority care plans, personal education plans and an education health and care plan. Ensure that these plans are used to inform their own internal placement	03/10/2017

plans and records.	
22: Contact and access to communications The registered person must ensure that children are provided at all reasonable times with access to the following facilities which they may use without reference to persons working in the home: a telephone on which to make and receive telephone calls in private. (Regulation 22, (3)(a))	03/10/2017
32: Fitness of workers 32 (1) The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The requirements are that— the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. In particular, ensure that satisfactory recruitment checks are undertaken prior to employing staff to work in the home; this includes staff employed by an agency as well as permanent staff. (Regulation 32 (3)(b)(d))	03/10/2017
35: Behaviour management policies and records 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; 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	03/10/2017

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 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. Ensure staff make a record of any consequence or sanction imposed on children. Ensure leaders and managers' review and analysis of these records challenges unacceptable care practices, such as removing the home's telephone and switching off the electrical power supply to children's bedrooms. Ensure staff talk to children to ensure their welfare and seek their views about any measure of control, discipline and restraint. (Regulation 35 (3)(a)(I)(ii)(iii)(iv)(vii)(b)(i)(c))	
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* These requirements are subject of a compliance notice.

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 differences 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.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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: 1249196

Provision sub-type: Children's home

Registered provider: Headway Adolescent Resources Ltd

Registered provider address: Chepstow Masonic Hall Ltd, The Masonic Hall, School Hill, Chepstow, Monmouthshire NP16 5BZ

Responsible individual: Timothy Corbin

Registered manager: Martin Buck

Inspector

Nicola Lownds, social care inspector

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