

1270744

Registered provider: Headstart Residential Care Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is registered to provide care for up to five children with learning disabilities.

Some of the children attend the organisation's school on the same site. The inspector only inspected the social care provision.

The post for a registered manager has been vacant since November 2022.

Inspection dates: 1 and 2 February 2023

Overall experiences and progress of children and young people, taking into account	good
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home provides effective services that meet the requirements for good.

Date of last inspection: 1 December 2021

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/12/2021	Full	Good
16/01/2020	Interim	Improved effectiveness
06/08/2019	Full	Good
03/01/2019	Interim	Improved effectiveness

Inspection judgements

Overall experiences and progress of children and young people: good

Children experience loving and nurturing care from dedicated staff who are committed to building strong and positive relationships with every child.

Staff are knowledgeable about children's complex needs and support each child to make progress and to access new experiences. Disability is not seen as a barrier to progression. The home's therapist was able to share how good practice has made a real difference to children's lives. For example, children have developed their fine motor skills, which has enabled one child to be more confident in using cutlery.

Managers ensure that care plans set out children's needs and that every member of staff follows these plans in their day-to-day care practice.

Moves in and out of the home are well managed to reflect children's individual needs.

Staff work closely with colleagues from education to make sure that each child has a bespoke learning package that reflects their individual needs.

Staff are familiar with each child's communication needs. Aids such as signs and symbols are used to reinforce verbal communication. This can be seen in key-work sessions and children's meetings. This illustrates well how children can influence the running of the home.

Family visits are encouraged when this is part of a child's care plan. A flexible, sensitive approach helps children to experience positive relationships with their families.

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

Children's safety is promoted. Managers and staff show good safeguarding knowledge and consult external agencies effectively. However, safeguarding records do not always reflect this good practice.

High staffing levels and staff knowledge of individual needs contribute to the children's safety. Children do not go missing from the home and staff are aware of children's vulnerabilities.

Staff recognise that a change in a child's presentation and/or behaviour is a means of communication and that the child needs additional support. Detailed personal behaviour support plans highlight triggers and strategies needed to keep children and others safe. However, the recording and learning from incidents are not always effective. Staff and children do not regularly input into the review of an incident and

management oversight is inconsistent. This creates a missed opportunity to learn from incidents and to review practice.

Staff are trained in the care of medicines. This includes receiving additional training when required. For instance, staff have received additional training in the management of epilepsy.

Surveillance equipment is not routinely used. When there is a need, this is assessed, and care planning reviews monitor the ongoing need.

When appointing staff, managers follow safer recruitment practice guidelines. However, the same processes are not always followed when using agency staff.

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

The post for a registered manager has been vacant since November 2022. There has been a period of instability that has left areas of management oversight requiring improvement. This includes oversight of records to ensure that all required information is correctly recorded.

Despite these shortfalls, partnership working has remained strong. For example, managers have worked closely with professionals to secure the right educational package for one child.

Managers have continued to advocate for children. This support has enabled a decision to be reversed so that a child could continue to live at the home.

Staff receive good inductions and ongoing training. These learning opportunities enable staff to have the knowledge and skills to meet children's needs.

Staff receive supervision sessions. This secured time enables staff to reflect on their practice, professional development and well-being.

External agencies talk very positively about the home. One social worker said that she wishes that all placements could be like the home.

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 leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home In particular, the standard in paragraph (1) requires the registered person to— ensure that staff have the experience, qualifications and skills to meet the needs of each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (2)(c)(h)) This relates to ensuring that the management monitoring of records checks that they contain all the information required by regulation.	1 April 2023
The registered person may permit an individual to start work at the home despite the fact that the requirement in paragraph (3)(d) has not been met if— the registered person has taken all reasonable steps to obtain full information about each of the matters in Schedule 2 in respect of the individual, but the enquiries in relation to any of the matters in paragraphs 3 to 6 of Schedule 2 are incomplete; full and satisfactory information in respect of the individual has been obtained in relation to the matters in paragraphs 1 and 2 of Schedule 2; the registered person considers that the circumstances are exceptional; and the registered person ensures that the individual is appropriately supervised while carrying out the individual's duties, pending receipt of any outstanding information on the	1 April 2023

matters in paragraphs 3 to 6 of Schedule 2, which is then considered satisfactory by the registered person. The registered person must take reasonable steps to ensure that any individual who is working at the home and who does not fall within paragraph (2)(a) and (b) is appropriately supervised while carrying out the individual's duties. (Regulation 32 (7)(a)(b)(c)(d) (8)) This relates to ensuring that all staff who work in the home, including agency staff, have all the correct checks carried out.	
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— 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 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	1 April 2023

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)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))

This relates to ensuring that the effectiveness of any consequence is recorded.

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: 1270744

Provision sub-type: Children's home

Registered provider: Headstart Residential Care Limited

Registered provider address: 1 Swanwood Park, Gun Hill, Heathfield TN21 0LL

Responsible individual: Caroline Melia

Registered manager: Post vacant

Inspectors

Tony Waite, Social Care Inspector

Paul Taylor, Social Care Inspector

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