

2510324

Leeward Care Ltd

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care for up to four children with emotional and/or behavioural difficulties.

The registered manager's position has been vacant since 1 February 2021.

Inspection date: 20 April 2021

This monitoring visit

This children's home was found to have serious and widespread concerns at a previous monitoring visit which took place on 11 March 2021. Following that visit, the provider was served with three compliance notices and a restriction of accommodation notice. This was due to significant failures in their admissions procedures which resulted in them inappropriately placing a child in the home. Managers and staff were not equipped to keep this child safe or meet their individual needs. This led to the placement ending abruptly.

This monitoring visit took place to ascertain the extent of progress against the compliance notices and to monitor the compliance with the restriction of accommodation notice.

No additional children have been admitted to the home since the restriction of accommodation notice was served. Therefore, the provider has been compliant with this notice. However, inspectors identified that no aspects of the three compliance notices were met.

The risk assessments relating to the child in placement have not been reviewed and are therefore out of date. The risk assessments that are currently in place do not take into account the child's relevant plans. They are unclear and confusing to read. For example, current and previous risk factors identified are contradictory, and strategies to mitigate against an identified risk are lacking. A risk assessment notes that a child has a risk factor around the use of a device. In one part of the

risk assessment, it states to not allow the child to use the device. In another part of the same risk assessment, it provides guidance around monitoring the child when they use the device. These instructions lack clarity about what staff should do to support the child. Staff are yet to receive guidance and relevant training regarding risk management.

Managers have begun to implement a training plan and there is considerable activity in relation to upskilling the staff team. Leaders have carried out individual consultation with staff to identify staff's training needs. Some of these consultation records reflect that staff have not had clear direction or managerial oversight for a considerable period. The training plan is in its infancy and managers acknowledge that there is some way to go before they would feel confident to admit another child to the home.

Although staff told inspectors about the renewed emphasis on training and development, and that a busy training programme has started, there is not yet a coherent learning and development framework in place. Records of staff supervision evidence that managers are reflecting with staff on their performance and thinking about career development. However, plans to improve training and development lack specificity, clear actions or time frames.

Staff speak warmly and knowledgeably about the child who is currently in placement and know the child's needs well. However, the documents that are designed to guide staff and help them to avoid situations of conflict or distress are cumbersome and confusing. There are pockets of helpful advice, but they include little direction for staff in terms of mitigation or risk reduction. Managers have already decided that these documents need substantial review to be useful to them in reviewing the risk children face or helping managers to make good matching decisions.

Managers have taken some steps to develop new tools to assist them in making good matching decisions and reviewing risks in relation to children who are, or might be, placed alongside each other. These tools are still in development and are yet to be tested.

The compliance notices, served under protection of children, leadership and management and care planning, have not been met. These have been reissued and the restriction of accommodation remains in place. A further requirement has also been raised regarding the poor reviewing and monitoring systems that are currently in place at the home and which have contributed to the current situation.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
06/03/2020	Interim	Improved effectiveness
15/10/2019	Full	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
*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 arrangements to reduce the risk of any harm to the child. (Regulation 12 (1) (2)(a)(i))	23 May 2021
*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. 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. (Regulation 13 (1)(a)(b) (2)(c))	23 May 2021

*The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure— that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose. (Regulation 14 (1)(a)(b) (2)(a))	23 May 2021
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(h))	23 May 2021

*These requirements are subject to a compliance notice.

Recommendations

- The registered person should have systems in place so that all staff, including the manager, receive supervision of their practice from an appropriately qualified and experienced professional, which allows them to reflect on their practice and the needs of the children assigned to their care. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.2)

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: 2510324

Provision sub-type: Children's home

Registered provider: Leeward Care Ltd

Registered provider address: 1 Langley Court, Pyle Street, Newport, Isle Of Wight PO30 1LA

Responsible individual: Guy Ashton

Registered manager: Post vacant

Inspectors

Kelly Marchmont, Social Care Compliance Inspector
Stephanie Murray, Senior Her Majesty's Inspector

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