

2663221

Registered provider: Holywell Children's Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and operated by a private provider. It is registered to provide care for one child with social and emotional difficulties.

One child is currently being cared for in this home.

The registered manager has been in post and registered with Ofsted since September 2023. The manager is also registered for another home.

Inspection dates: 15 and 16 November 2023

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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: 30 November 2022

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
30/11/2022	Full	Good

Inspection judgements

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

The child has positive relationships with the staff. Staff know the child's interests and support them to engage in their hobbies. However, the team is large and there have been changes to key staff. The child has not had the opportunity to build and maintain meaningful relationships with all of the adults who care for them.

Staff have helped the child to personalise their bedroom. However, staff do not consistently ensure that the child has bedding on their bed and speakers to allow the child to listen to music at bedtime, which the child has identified as being beneficial in helping them with their night-time routine. A requirement has been made in relation to this.

The child does not currently attend school, but has tutoring in the home. The child is making progress in their learning. The manager and staff have strongly advocated for the child to be able to attend an education provision. This led to a recent review of their education, health and care plan, resulting in applications being made to schools that can meet the child's needs.

The child's health needs are met. Staff understand the child's individual health needs and how these may present. Staff share information with medical professionals to allow them to make effective recommendations about the child's health. Staff ensure that all routine and specialist health appointments are up to date.

The child maintains their relationships with people who are important to them. Staff facilitate the child's time with their parent and support the child's face-to-face time with one friend in the community. However, the child does not have the means to speak with peers using technology, which makes it difficult to build new friendships with peers who they meet in the community. A requirement has been made in relation to this.

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

Staff understand the risks to the child and how to manage them. Risk assessments are clear and regularly updated. They contain strategies to prevent and respond to risk. There has been a significant reduction in incidents of self-harm because of the way that staff support the child.

Staff receive training to safely hold the child, when necessary. When the child is held, this is proportionate to the risk faced at that moment. However, some records of physical intervention identify that staff could have managed incidents differently, which may have resulted in physical intervention being avoided. The manager has

not consistently recognised this or challenged staff practice after incidents of the child being physically held.

Consequences imposed for the child are not consistent. One consequence was inappropriate and punitive. On another occasion, the child received two consequences for the same incident. Despite the manager reviewing these consequences, she did not identify the inconsistency and repetitiveness of the imposed consequences.

A missing-from-home plan is in place to support the child and staff with strategies to follow, should the child go missing from home. On the occasions that the child has left the home without permission, staff have followed the missing-from-home plan and located the child quickly, returning them safely to the home.

Staff search the child's bedroom when there is a safeguarding reason to do so. When this is required, the reasons for the search are explained to the child and they are present. This helps the child to understand the actions of the staff.

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

The manager has a good relationship with the child. The manager seeks the views of the child and uses their views to make changes in the home. For example, the manager introduced a card system when the child said that they occasionally struggled to verbalise their wishes. This assists the child to communicate effectively with staff.

Monitoring systems in the home do not always identify shortfalls. The manager's oversight of staff recordings does not consistently identify where staff practice could improve. As a result, there has been a missed opportunity to improve the quality of care for the child. A requirement has been made in relation to this.

An independent person visits the home monthly. However, the visitor has not recognised where staff practice could improve and physical intervention was avoidable. A recommendation has been made in relation to this.

Staff receive regular supervision from the manager or senior staff members. Staff who supervise others have received training to do so. Team meetings are monthly, and the manager uses them to discuss practice and deliver learning. However, not all staff have had an appraisal. This is a missed opportunity to consider staff development and improve practice.

Staff do not have all training to meet the child's specific needs, such as bereavement training. In some instances, training has not been refreshed in the timescale set by the organisation. Therefore, staff are not being supported to deliver the best-quality care for the child. The manager recognises that there are gaps in learning and has developed an individual training log to help them to track staff training.

What does the children's home need to do to improve?

Statutory requirements

This section sets out the actions that the registered person 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 must comply within the given timescales.

Requirement	Due date
The quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; and use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; provide to children living in the home the physical necessities they need in order to live there comfortably; provide to children personal items that are appropriate for their age and understanding. (Regulation 6 (1)(a)(b) (2)(b)(iv)(vii)(viii)) Specifically, the provider must ensure that staff are provided with additional bereavement training, to support children who have experienced loss. The provider should ensure that the child's bedroom has appropriate bedding on each night, and consideration should be given to the child having personal electronic items, such as a mobile phone and music player.	19 January 2024
No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child. (Regulation 19 (1))	30 December 2023

Specifically, the registered person should ensure that consequences for the child are fair and proportionate.	
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; 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(c)(f)(h)) Specifically, the registered person should consistently use their oversight of key documents to identify practice shortfalls and then meet the development needs of the staff. The registered person should also ensure that staff complete and refresh all required training.	19 January 2024
The registered person must ensure that all employees— have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(c))	30 December 2023

Recommendations

- The registered person should ensure that the independent person they appoint has the skills and understanding necessary to assess all relevant information and form an impartial judgement about the quality of the home's care. ('Guide to the Children's Homes Regulations, including the quality standards', page 65, paragraph 15.8)

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: 2663221

Provision sub-type: Children's home

Registered provider: Holywell Children's Services Limited

Registered provider address: Scott & Wilkinson, Dalton House, 9 Dalton Square,
Lancaster LA1 1WD

Responsible individual: Sabe Connor

Registered manager: Charlotte Pinder

Inspector

Sarah Huntbatch, Social Care Inspector

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