

## Children's homes inspection - Full

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|----------------------------------|----------------------------------------------------------|
| <b>Inspection date</b>           | <b>28/07/2015</b>                                        |
| <b>Unique reference number</b>   | <b>SC005067</b>                                          |
| <b>Type of inspection</b>        | <b>Full</b>                                              |
| <b>Provision subtype</b>         | <b>Children's home</b>                                   |
| <b>Registered person</b>         | <b>Esland North Limited</b>                              |
| <b>Registered person address</b> | <b>Butt Dyke House, 33 Park Row, NOTTINGHAM, NG1 6EE</b> |

|                               |                      |
|-------------------------------|----------------------|
| <b>Responsible individual</b> | <b>Lyndsey Sim</b>   |
| <b>Registered manager</b>     | <b>Vacant</b>        |
| <b>Inspector</b>              | <b>Dave Carrigan</b> |

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| <b>Inspection date</b>                                                                                                                                                                                           | <b>28/07/2015</b>           |
| <b>Previous inspection judgement</b>                                                                                                                                                                             | <b>Good</b>                 |
| <b>Enforcement action since last inspection</b>                                                                                                                                                                  | <b>None</b>                 |
| <b>This inspection</b>                                                                                                                                                                                           |                             |
| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                  | <b>Requires improvement</b> |
| 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. |                             |
| <b>how well children and young people are helped and protected</b>                                                                                                                                               | <b>Requires improvement</b> |
| <b>the impact and effectiveness of leaders and managers</b>                                                                                                                                                      | <b>Requires improvement</b> |

**SC005067**

## **Summary of findings**

### **The children's home provision is requires improvement because:**

- Staff are not receiving thorough appropriate supervision so their performance can be evaluated.
- When there has been an incident in the home that may include missing from care or physical intervention, there is no evidence to show that any learning is captured.
- The home has no evidence that regular team meetings are taking place
- Young people are not engaged in further education, training or employment
- Sanctions that have been issued are not checked or evaluated by a manager.
- There is damage to home that requires attention.

## **The children's home strengths**

- Relationships between staff and young people are positive.
- Staff have a good understanding of young people's behaviours and enable young people to progress.
- Placement plans and risk assessments are clear and detailed and assist staff to easily recognise what young people need to do to meet their individual goals
- The home promotes independence for young people

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

### Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets 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 with the given timescales.

| Requirement                                                                                                                                                                                                                                                                                                                                                                                       | Due date |
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| <p>6. The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard the registered person is required to —</p> <p>(2)(c) ensure that the premises used for the purposes of the home are designed and furnished so as to —</p> <p>(i) meet the needs of each child; and</p> <p>(ii) enable each child to participate in the daily life of the home</p> | 15/09/15 |
| <p>13. The leadership and management standard.</p> <p>In order to meet the leadership and management standard the registered person must —</p> <p>(2)(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home in relation to missing from care episodes. (Regulation 13(2)(H))</p>                                                       | 15/09/15 |
| <p>The registered person must ensure that all employees:</p> <p>(4)(a) undertake appropriate continuing professional development;</p> <p>(b) receive practice-related supervision by a person with appropriate experience; and</p> <p>(c) have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33(4)(a)(b)(c))</p>                           | 30/09/15 |
| <p>The registered person must ensure -</p> <p>(a) that within 24 hours of the use of the measure of control, discipline or restraint in relation to a child in the home, a record is made which includes:</p>                                                                                                                                                                                     | 30/09/15 |

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| <p>(iv) a description of the measure and its duration details of any methods used or steps taken to avoid the need to use the measure;</p> <p>(vii) the effectiveness and any consequences of the use of the measure in relation to the physical intervention and sanction records. (Regulation 35 (a)(iii)(iv))</p> |  |
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## Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- Ensure the registered person has a workforce plan which can fulfil the workforce related requirements of regulation 16, schedule 1 (paragraphs 19 and 20). The plan should: Detail the process and timescales for supervision of practice (see regulation 33 (4) (b)), keep appropriate records for staff in the home that include staff meeting minutes. (The Guide to the Quality Standards Guide, page 53, paragraph 10.8).
- Ensure that where children placed in a home are not participating in education because they have been excluded or are not on a school roll for some other reason, the registered person and staff must work closely with the placing authority so that the child is supported and enabled to resume full-time education as soon as possible. In the interim, the child should be supported to sustain or regain their confidence in education and be engaged in suitable structured activities. (The Guide to the Quality Standards, page 28, paragraph 5.15).

## Full report

### Information about this children's home

The home is part of a private organisation providing up to six placements for young people who have emotional and behavioural difficulties.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement    |
|-----------------|-----------------|-------------------------|
| 18/02/2015      | CH - Full       | Good                    |
| 07/08/2014      | CH - Interim    | Sustained effectiveness |
| 14/08/2013      | CH - Full       | Adequate                |
| 24/06/2013      | CH - Full       | Inadequate              |

## Inspection Judgements

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| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>requires improvement</b> |
| <p>Young people are supported by a caring and knowledgeable staff team who work together to meet their individual needs. Young people have detailed care plans which are reviewed regularly. This ensures young people receive care and support based on their current needs.</p> <p>Prior to the summer school holidays not all young people were engaged in education. During this summer break some of the young people have applied for college placements and alternative education provisions.</p> <p>Placement plans are individual to each young person and identify young people's needs and risks. Social workers and parents are kept informed of young people's experiences. Young people are encouraged to be involved in their care plans and the decisions affecting them. Staff support young people to attend their looked after children's review and express their views and opinions</p> <p>Some young people are due to move into the onsite cottage which is a step towards independence. Though there will be staff on site at the cottage to support the young people they will be encouraged to clean their bedrooms and contribute to cooking their meals. This opportunity enables young people to be increasingly prepared for their transition to adulthood and greater independence.</p> <p>Due to the location of the home outdoor activities are readily accessible to young people. The organisation has an outdoor pursuits team that takes young people for set period of time on activities such as; climbing, trekking and mountain biking. One of the young people from the home is due to spend a week with the team.</p> <p>The views and wishes of young people are captured through the weekly young person meetings. Items on recent agendas have included menu planning, activities and contact. Young people also report that they are confident to raise issues with staff informally or through their key worker sessions.</p> <p>The staff team support contact with families. This includes providing young people with both practically and emotional support. The staff regard sustaining family contact as key in helping young people to maintain meaningful relationships with those important to them.</p> |                             |

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| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>requires improvement</b> |
| <p>Young people confirm that they feel safe and settled living in the home. There are no incidents of bullying and young people are confident that if it occurs staff will manage it appropriately, one young person reported 'it's really good here staff manage situations well that have gone wrong'.</p> <p>Staff complete safeguarding training as part of their induction to the home and they demonstrate that they are familiar with the procedure to follow in the event of any concerns. The organisation has a number of policies and procedures designed to safeguard young people and these receive regular review.</p> <p>The home uses a reward and sanction system. The sanctions' that have been imposed have not had any management evaluation to check the appropriateness or effectiveness of the sanction. Physical interventions are proportionate to young people's behaviour and they are performed by trained staff. Records pertaining to physical interventions do not show any evaluation or learning captured from the incident. This means that staff are not able to reflect and learn to inform future practice.</p> <p>There are instances of young people going missing from the home. Although these numbers are not high the reporting is not sufficiently detailed or clear. Furthermore, they do not inform whether a return interview took place. These shortfalls create a missed opportunity to enhance young people's safety and welfare.</p> <p>Young people are aware of how to make complaints about their care. They are clear about the complaints procedures. Some of the young people meet with independent advocates which allows them to take forward any concerns they may have.</p> <p>The home ensures young people's health care needs are appropriately met. This includes ensuring all young people attend required medical appointments and health checks. They are all registered at a local doctor's surgery and with a dentist. All staff are trained in first aid and there is a system for the safe handling, administration and recording of medication.</p> <p>Young people benefit from a physically safe and appropriately secure environment.</p> |                             |



Health and safety matters are managed effectively to promote the safety of young people. There is some unrepaired damage to the home that requires attention. This includes holes in bedroom walls and replacing the glass in the boarded windows.

Staff are trained in fire safety procedures and they ensure that young people take part in fire evacuation drills so they understand how to leave the home safely in an emergency.

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>requires improvement</b> |
| <p>Since the last inspection, the home's Registered Manager has resigned and no longer works at the home. New management arrangements are in place and the new manager will have responsibility for two of the organisations homes. The new manager is in the process of registering with Ofsted.</p> <p>There is no evidence to show that the staff team receive thorough appropriate formal supervision within the frequency expected within the organisation. Some of the completed staff appraisals are not thorough or reflective. This means that staff do not receive guidance, review of their practice or evaluation of their performance in key areas.</p> <p>There are a variety of training opportunities available to staff. The training is both taught and online. The manager uses a training matrix to assist in the monitoring of this. This means that staff are up to date and qualified to meet the needs of young people.</p> <p>The minutes of team meetings are not recorded. This means that any points raised, any discussion or messages delivered by the manager have not been formally captured.</p> <p>The external monitoring and evaluation of the service is taking place. An external person visits the home every month to monitor the quality of care provided. The reports arising from these visits are detailed and comprehensive. The visitor seeks the views of young people and their parents. They make recommendations where necessary and assess compliance with these at their next visit.</p> <p>The home has developed positive relationships with the police, health professionals</p> |                             |

and placing authorities. There is clear evidence that young people are better protected as a result of close partnership working.

The provider organisation employs a safe recruitment procedure that ensures young people are looked after by staff who have been appropriately checked and vetted.

The home has a current development plan. The plan includes; restructuring of the management team, refurbishment of the home whilst the young people are away on holiday and reviewing ways that the paperwork can be streamlined.

There was one requirement and two recommendations made at the last inspection. This has seen an improvement in recruitment practice and the upgrading of the driveway.

## What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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*.

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