

## Children's homes inspection - Full

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| <b>Inspection date</b>           | <b>03/12/2015</b>                                                                                                                    |
| <b>Unique reference number</b>   | <b>SC005204</b>                                                                                                                      |
| <b>Type of inspection</b>        | <b>Full</b>                                                                                                                          |
| <b>Provision subtype</b>         | <b>Children's home</b>                                                                                                               |
| <b>Registered person</b>         | <b>Keys Childcare Ltd</b>                                                                                                            |
| <b>Registered person address</b> | <b>Broadwood Education Services LTD, Keys Attachment Centre, Hurstwood Court, New Hall Hey Road, ROSSENDALE, Lancashire, BB4 6HR</b> |

|                               |                       |
|-------------------------------|-----------------------|
| <b>Responsible individual</b> | <b>Julie Hamilton</b> |
| <b>Registered manager</b>     | <b>Tracey Fayers</b>  |
| <b>Inspector</b>              | <b>Michelle Bacon</b> |

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| <b>Inspection date</b>                                                                                                                                                                                           | <b>03/12/2015</b>                                                                                                                                                                |
| <b>Previous inspection judgement</b>                                                                                                                                                                             | <b>Inadequate</b>                                                                                                                                                                |
| <b>Enforcement action since last inspection</b>                                                                                                                                                                  | Two compliance notices were issued. A full inspection was conducted on 3 December 2015; Ofsted found the registered provider has taken action to meet the regulatory shortfalls. |
| <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>                                                                                                                                                      |

**SC005204**

## **Summary of findings**

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

- The management team are fully committed to driving forward improvements but recognise there is still much to be achieved, including building staff confidence in their role and responsibilities.
- The Registered Manager has been absent from work again in recent weeks and two staff have left, this has impacted further on the stability of the home. A consistent staff team is now in place.
- Managers have introduced reflective practice for staff, however they recognise that this is still in its infancy and further work is needed to embed this into their practice.
- A comprehensive review of the incidents of physical interventions is undertaken by a manager. However, at times the quality of the written records makes them difficult to read.
- Children and young people have access to the internet; however work is needed to help them understand how to access this safely.
- Individual health care plans do not clearly demonstrate how children and people are offered advice, support and guidance on their health and well-being, including smoking and sexual identity.

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

- Children and young people have regular access to the organisation's therapeutic team to meet their psychological and emotional needs.
- They have excellent attendance at school and staff celebrate their achievements.
- They regularly engage in activities in the local community, such as swimming and martial arts.
- The staff work well with other professionals, including the local police.

## 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   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <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(a) lead and manage the home in a way that is consistent with the approach and ethos, and delivers outcomes, set out in the home's statement of purpose.</p> <p>(b) ensure that staff work as a team where appropriate.</p> <p>(c) staff have the experience, qualifications and skills to meet the needs of each child.</p> <p>(d) the home has sufficient staff to provide care for each child.</p> <p>(e) the home's workforce provides continuity of care to each child. (Regulation 13)</p> | 01/03/2016 |
| <p>33: Employment of staff</p> <p>The registered person must ensure that all staff receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 01/03/2016 |

### Recommendations

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

- Children should have access to a computer and the internet to support their education and learning, unless there are specific safeguarding reasons why this would be inappropriate. In such cases, the home should consider whether and how it can support the child to access the internet safely. (The Guide to the

Quality Care Standards, page 29 paragraph 5.19)

- Ensure that in line with their individual health care plans and the ethos of the home, children and young people are offered advice, support and guidance on their health and well-being, including smoking and sexual identity.(The Guide to the Quality Care Standards, page 35 paragraph 7.18)
- Staff should be familiar with the homes policies on record keeping and understand the importance of careful, objective, and clear recording. Staff should record information on individual children in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information should always be recorded in a way that is helpful to the child.(The Guide to The Quality Standards, page 62 paragraph 14.4)

## Full report

### Information about this children's home

This service is run and managed by a large independent provider. The home is registered to provide care and accommodation for up to six children and young people with emotional and behavioural difficulties.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement    |
|-----------------|-----------------|-------------------------|
| 29/09/2015      | CH - Full       | Inadequate              |
| 03/03/2015      | CH - Interim    | sustained effectiveness |
| 30/10/2014      | CH - Full       | Outstanding             |
| 13/03/2014      | CH - Interim    | Good Progress           |

## 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>Since the last inspection, three children and young people have remained living in the home and they are making progress socially, emotionally and educationally. The organisation took the decision to suspend any new placements in order to provide some stability and consistency for the children and young people already living in the home. As a result, things have been more settled and there has been a significant reduction in episodes requiring police involvement. This has led to improved relationships, for example, staff take one young person out for some one-to-one time while the other children are being settled at bedtime. This provides opportunity for staff to talk and listen to them.</p> <p>There has been a significant reduction in violent and challenging incidents, and the home environment is more relaxed. The quality of key work sessions and house meetings has improved. The records demonstrate that staff are acknowledging their feelings and they are being encouraged to explore the impact of others' behaviour on them. For example, they were able to talk about their feelings of sadness when another young person left. The young person was able to talk to the other young person via the telephone; he told staff he felt much better because of this. Some work has begun to help them understand the impact of bullying, and group therapy sessions will focus on supporting them to improve their relationships with each other so that they get along better.</p> <p>Children and young people benefit from living in an environment where their education is highly valued and promoted. They all have very good attendance and are making progress towards achieving their educational targets. Staff liaise effectively with teachers so that effective communication is maintained and any concerns are promptly addressed.</p> <p>Children and young people enjoy access to a range of social and recreational activities within the local community. This provides them with the opportunity to improve their self-esteem and develop new skills. For example, attending martial art classes, visiting the library and socialising with friends.</p> <p>Overall children and young people benefit from good health. However, some</p> |                             |

individual placement plans do not clearly identify how the staff will provide support, advice and guidance, particularly in relation to smoking and sexual identity.

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| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>requires improvement</b> |
| <p>At the time of the last inspection, it was identified that children and young people's safety and welfare had been compromised due to poor safeguarding practices. A senior manager undertook a comprehensive internal investigation of all allegations and reviewed the homes procedures to ensure there is now a clear distinction between direct allegations against staff and children and young people's complaints. There is regular communication with the local authority designated officer (LADO) about safeguarding issues, which further strengthens safeguarding practice in the home.</p> <p>Following the last inspection, managers re-visited the missing from care training with the staff team to ensure they fully understand the procedures. The home works well with other agencies, particularly the police to ensure the safe return of young people. There has been a significant reduction in the missing from home incidents. For those young people who spend time away from the home with their friends, staff reinforce the importance of keeping themselves safe at all times.</p> <p>A senior manager and staff acknowledge that at the time of the last inspection, the home had been through a very difficult time. Historically, staff struggled to effectively manage children and young people's challenging behaviour, despite being trained in behaviour management and physical intervention. Since the last inspection the records show that there has been a reduction in the number of physical interventions being used. Some young people have moved placements which has had a positive impact on the group dynamics. As a result, the staff are able to manage challenging situations much better.</p> <p>The records of physical intervention provide a more detailed account of each incident and there is good evidence of managers following up incidents with the staff to reflect on their practice. That said, the hand written information is still difficult to read at times because some information has been scribbled out, and there is conflicting information, particularly in relation to the holds used. Potentially</p> |                             |

this impacts on the manager's ability to fully evaluate the interventions used.

At the last inspection there had been some damage to the home caused by children and young people. Staff have worked hard with them to improve the environment; bicycles are no longer being stored in the house and broken or damaged furniture has been replaced.

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>requires improvement</b> |
| <p>The Registered Manager has been in post since 2006; she has a wealth of experience in residential childcare and she is suitably qualified. At the time of the last inspection she had been absent from work for a number of weeks which contributed to a lack of effective leadership and management oversight in the home. She did return briefly but has been absent from work again since November 2015; the deputy manager was also absent from work for several weeks which limited the homes capacity to improve. An experienced manager has moved from one of the organisations other homes to assist in the leadership and direction of the home.</p> <p>Two staff have left since the last inspection and there has been some sickness. Gaps in the rota were covered by staff from other homes, agency and bank staff; new staff have been recruited and those staff who were suspended pending investigation are returning. This has provided increased stability in the rota in recent weeks. However, due to the absence of the managers, staff have not had the benefit of regular supervision.</p> <p>Senior managers value the importance of training and are eager for staff to have a good understanding of positive parenting. They plan to deliver a therapeutic training programme based on a safe and sound model of care to the whole staff team. This will be overseen by the organisations clinical team. Some work has commenced with the staff team on reflective practice, and each member of staff has been given a reflective diary. The idea is that these will be used in supervision and at team meetings to help improve consistency within the team.</p> <p>Senior managers recognise the strengths and weaknesses of the home and are fully committed to improving the quality of care. Although they have worked hard</p> |                             |

in recent weeks to meet the compliance notices and requirements, they accept that the action plan is still in its infancy and time is needed to fully implement the improvements being made.

## 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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