

SC008488

Halliwell Homes Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This is a private children's home registered for up to eight children who may have emotional and/or behavioural difficulties.

The home offers education on site at a registered school.

The registered manager's post is currently vacant. There is an acting manager in place.

Inspection date: 11 June 2020

This monitoring visit

This children's home was judged to be good at their inspection on 20 February 2020. Four requirements and two recommendations were made at the inspection. These have not been monitored for compliance at this inspection. They remain as requirements and recommendations at this inspection and until the home's next full inspection when compliance with these regulations will be considered.

This monitoring inspection was triggered because of complaints made to the regulator. The complaints were addressed via off-site evidence gathering. The findings are set out below.

The new manager has now applied to the regulator for registration. The manager was able to evidence, through discussion, that he is working hard to solidify the team and provide consistent and nurturing care to children. He showed awareness of the home's strengths and weaknesses. He has already implemented a number of positive changes. One example is linking literature into key work. This helps children to identify with fictional characters. It also promotes reading as well as other creative activities (such as den building).

Three children have been admitted since the home was last inspected in February 2020. Two of the children were admitted within a very short time frame. Their impact on each other was not fully considered in the admission compatibility assessments. A requirement is made to reflect this shortfall.

One area raised in the complaints was that children are not adequately supervised, which resulted in their sustaining accidental injuries and engaging in play-fighting. Social workers and staff spoken to as part of this inspection felt that staffing levels were adequate. Staffing rotas reviewed showed that on most days there were five members of staff on shift to care for seven children. The staffing ratio (unless otherwise agreed with the placing authority) is two children to each member of staff, which was met on all shifts. All staff were clear about the recording procedure for any injuries children sustained through play. No other concerns were raised in respect of play-fighting. All staff spoken to said that children are 're-directed' should they start to play-fight with each other.

Sanctions were considered during this inspection. All staff spoken to were clear that they did not adopt a punitive approach. Staff reported that time out is only used for those children for whom it was identified in their plans. No other social worker raised concerns about sanctions. Review of sanction records did not show children being given time out in their bedrooms frequently. Some sanctions are restorative in nature. There is no record of inappropriate sanctions being implemented. Staff spoken to demonstrated knowledge of de-escalation and re-direction of behaviours.

The therapeutic approach adopted by the company is understood by most staff who were spoken to. The majority of staff are new to the home, and gaps in their training have resulted in a requirement being made. Most staff have yet to be trained in sexually harmful behaviour, attachment theory, developmental trauma, self-harm and anaphylaxis. Training in these areas should be sourced and undertaken as soon as possible due to children having identified risks in these areas.

The high turnover of staff was raised by a number of social workers. Concerns reported were in regard to the impact this has had on stability, continuity of care and relationship building. However, the manager is working with the team to embed a positive team culture to ensure continuity of care for the children. An additional requirement is made to reflect this issue.

The concerns related to the home being chaotic. The home's manager, staff and social workers spoken to all reported that clear routines and structure are in place for the children. The home was not reported by the social workers or staff spoken to as being chaotic.

A concern was raised in relation to there being no snacks after school. No further concerns were raised about availability of snacks at appropriate times with staff and social workers. The manager provided evidence to show that children are actively involved in choosing and preparing foods and meals. This includes having celebrated

VE day with a traditional street party with party foods, exploring different cultures through foods and creating 'taster menus'.

Children's individuality is understood, and their likes and dislikes are known. Children have been involved in developing a newspaper in which each child has included a page about themselves and their interests and talents. The manager provided evidence that children are supported to do the things they enjoy.

Three requirements are made at this monitoring inspection. No serious safeguarding or welfare concerns have been highlighted by this off-site inspection. An on-site visit is not considered necessary at this time. The requirements will be considered at the home's next full inspection.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
20/02/2020	Full	Good
11/12/2019	Full	Inadequate
05/12/2018	Interim	Sustained effectiveness
12/06/2018	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
No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child. The following measures may not be used to discipline any child— any form of corporal punishment; any punishment involving the consumption or deprivation of food or drink; any restriction, other than one imposed by a court or in accordance with regulation 22 (contact and access to communications), on— a child's contact with parents, relatives or friends; visits to the child by the child's parents, relatives or friends; a child's communications with any persons listed in regulation 22(1) (contact and access to communications); or a child's access to any internet-based or telephone helpline providing counselling for children; the use or withholding of medication, or medical or dental treatment; the intentional deprivation of sleep; imposing a financial penalty, other than a requirement for the payment of a reasonable sum (which may be by instalments) by way of reparation; any intimate physical examination;	03/04/2020

withholding any aids or equipment needed by a disabled child; any measure involving a child imposing any measure against another child; or any measure involving punishing a group of children for the behaviour of an individual child. (Regulation 19 (1) (2)(a)(b)(c)(i)(ii)(iii)(iv)(d)(e)(f)(g)(h)(i)(j))	
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— the name of the child; 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	03/04/2020

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)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)(iv))	
The registered person must ensure that all employees— undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(a)(b))	03/04/2020
The registered person must maintain records ('case records') for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c)) In particular, the registered person should ensure that copies of young people's local authority care plans and relevant documents are on file.	03/04/2020
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; ensure that the home's workforce provides continuity of care to each child. (Regulation 13 (1)(a)(b)(2)(c)(d)(e))	23/07/2020
The care planning standard is that children—	23/07/2020

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))

Recommendations

- Staff should encourage an enthusiasm for positive behaviour through the use of positive behaviour strategies in line with the child's relevant plans, ('Guide to children's homes regulations including the quality standards', page 39, paragraph 8.13)
In particular, key working sessions should be planned and in accordance with the child's identified needs.
- Staff should be familiar with the home's 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 about the child must always be recorded in a way that will be helpful to the child. ('Guide to children's homes regulations including the quality standards', page 62, paragraph 14.4) In particular, staff should record the work they complete with children as requested by therapists, so that children's progress is maximised.

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.

Ofsted is aware of the challenges that COVID-19 is currently posing to those we regulate. During this visit, the inspectors took into consideration the impact of any measures being taken to slow the spread of COVID-19 by the home. This has included the effect these have had on staffing arrangements.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: SC008488

Provision sub-type: Children's home

Registered provider: Halliwell Homes Limited

Registered provider address: 1a Tape Street, Cheadle, Stoke-on-Trent,
Staffordshire ST10 1BB

Responsible individual: Karen Mitchell-Mellor

Registered manager: Post vacant

Inspectors

Charlie Bamber, social care inspector

Michelle Bacon, social care inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit

<http://www.nationalarchives.gov.uk/doc/open-government-licence>, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: <http://www.gov.uk/ofsted>

© Crown copyright 2020