

Children's homes – Interim inspection

Inspection date	22/02/2017
Unique reference number	SC008488
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Halliwell Homes Limited
Registered provider address	1 Tape Street, Stoke-on-Trent ST10 1BB

Responsible individual	Karen Mitchell-Mellor
Registered manager	Lorraine Aston-Donley
Inspector	Michelle Bacon

Inspection date	21/02/2017
Previous inspection judgement	Requires improvement
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection This home required improvement at the full inspection. At this interim inspection Ofsted judges that it has sustained effectiveness. Since the last inspection, a senior member of the management team has been appointed as the manager. She has over 19 years of residential childcare experience and has recently been registered with Ofsted. The provider has recruited a number of new staff who are in the process of completing their induction. Consequently, young people are beginning to live in a more settled and stable environment. Major improvements to the maintenance and decor are evident, although not yet complete. The young people's bedrooms have been re-plastered and painted, and all the bedroom windows have curtains. A second bathroom and shower room are currently being refitted, but the new fixtures and fittings are being stored in the empty bedrooms until the work is finished. The laundry room has been extended, and this means that a washing machine and dryer are being housed in one of the empty bedrooms until it is ready. There are further improvements planned, such as replacing the broken radiator covers and replacing the carpets throughout. These improvements, when completed, will ensure that young people live in a good standard of accommodation. The manager has taken action to address the 11 requirements and five good practice recommendations made at the last inspection. That said, some requirements and recommendations are repeated and further areas of improvement have been identified as a result of this inspection. The registered manager recognises that the progress made needs to be sustained to ensure a continuous development in the quality of care. A number of health and safety arrangements have improved, for example some fire doors have been replaced and fire safety checks are clearly recorded. In addition, behaviour management plans and risk assessments are regularly reviewed and updated. However, one young person's file contained four revised behaviour management plans. One plan had 'current' written on it, but there was an additional plan that was more up to date. This has the potential to mislead or confuse new members of staff. There is consent from a placing authority for staff to use a door alarm on one young person's bedroom door. However, permission for	

the other young person's alarm could not be located at the time of the inspection.

There are improvements to the records of restraints. The records show that the registered manager follows up incidents of restraint with individual young people within the agreed timescales. Furthermore, she has revised the records of supervision so that staff are provided with the opportunity to reflect on their own practice. That said, the standard of record keeping is weak and requires more attention from the manager. For example, there was conflicting information in relation to a hold that was used in one restraint, and it is not always clear why staff have used restraint. Furthermore, the staff do not record when a sanction has been imposed. This reduces the manager's ability to evaluate fully any intervention used.

The registered manager has completed and produced a written review of the quality of care. However, she has not forwarded a copy of the report to HMCI. In addition, the work completed so far does not clearly identify patterns and trends or identify where improvements need to be made. For example, the manager has yet to implement a procedure for dealing with incidents of bullying, and there is a lack of management overview in relation to the missing from home records. That said, there have been no incidents of bullying since July 2016, and the numbers of young people going missing have decreased since the last inspection.

While HMCI has received a revised copy of the statement of purpose, the current version does not reflect the current management position. This shortfall has not had a direct impact on the safety and well-being of young people. The independent visitor reports contain a clear statement on whether, in their opinion, the young people are effectively safeguarded. Staff confirm that thorough handovers take place. This ensures that they are updated with any changes to young people's care and routines.

Staff proactively support young people's attendance and engagement in education at the on-site school. As a result, young people are making progress in their education from their starting points on arrival. For example, one young person is now attending mainstream school and there are plans for another young person also to transfer to a mainstream school. A placing social worker said: '[name] has made a lot of progress. He had some concerning behaviours before moving to the home, but he has calmed down a lot. Reports from school are that he has made loads of progress.'

The home is achieving its aims and objectives as set out in the statement of purpose. The manager understands the strengths and weaknesses of the home. Senior managers demonstrate a commitment to and investment in the home's development plan which promotes continued improvement.

Information about this children's home

This is a private children's home registered to provide care and accommodation for up to eight children who may have emotional and/or behavioural difficulties. This home offers education on site at a registered school.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/06/2016	Full	Requires improvement
04/02/2016	Interim	Declined in effectiveness
29/06/2015	Full	Good
17/02/2015	Interim	Sustained effectiveness

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 within the given timescales.

Requirement	Due date
The registered person may only use devices for the monitoring or surveillance of children if the child's placing authority consents in writing to the monitoring or surveillance. (Regulation 24(1)(b))	31/03/2017
The registered person must establish and maintain a system for monitoring, reviewing and evaluating the quality of care provided for children and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. (Regulation 45(2)(a)(c))	31/03/2017
Behaviour management policies and records 35.(3) The registered person must ensure that: (a) within 24 hours of the use of a measure of control and discipline in relation to a child in the home, a record is made which includes: (i) the name of the child; (ii) details of the child's behaviour leading to the use of the measure; (iii) the date, time and location of the use of the measure; (iv) a description of the measure and its duration; (v) details of any methods used or steps taken to avoid the need to use the measure; (vi) the name of the person who used the measure ('the user'), and of any other person present when the measure was used; (vii) the effectiveness and any consequences of the use of the measure.	31/03/2017

Recommendations

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

- For the home to be a nurturing and supportive environment which presents as a homely and domestic environment. With specific reference to the continuing

home improvement programme. ('Guide to the children's home regulations including the quality standards', page 15, paragraph 3.9)

- The registered person must ensure that procedures for dealing with allegations bullying are in place and that staff have the skills required to intervene, protect and address bullying behaviours effectively. ('Guide to the children's homes regulations including the quality standards', page 39, paragraph 8.16)
- Records must be kept detailing all individual incidents when children go missing, and an evaluation of missing incidents should be undertaken. ('Guide to the children's home regulations including the quality standards', page 45, paragraph 9.31)
- Staff should be familiar with the home's policies on record keeping, and understand the importance of careful, objective, and clear recording. (Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)
- Homes are required to develop and keep under review a "Statement of Purpose". This particularly refers to updating the name of the home manager within the document. ('Guide to the children's home's regulations including the quality standards', page 14, paragraph 3.5)

What the inspection judgements mean

At the interim inspection we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the 'Inspection of children's homes: framework for inspection'.

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 focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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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