

Children's homes - monitoring

Inspection date	14/04/2016
Unique reference number	SC026991
Type of inspection	Monitoring
Provision subtype	Children's home
Registered person	Keys Childcare Ltd
Registered person address	Keys Attachment Centre, Hurstwood Court Rawtensall ROSSENDALE Lancashire BB4 6HR

Responsible individual	Julie Hamilton
Inspector	Denise Jolly

This monitoring visit

This home was judged inadequate at the full inspection on 15 July 2015. Following a second full inspection on 10 September 2015 the home had made sufficient progress to improve the identified shortfalls. Consequently, the judgement was changed for the home to requires improvement. From January 2016, notifications of serious incidents to Ofsted raised further concerns about young people's safety and welfare. A monitoring visit on 18 February 2016 found that the home had failed to respond effectively to the emerging needs of young people. A number of shortfalls identified were similar in nature to those identified in July 2015, and many requirements from that inspection visit were repeated. The home was judged as inadequate.

The purpose of this monitoring visit is to assess the progress made by the home regarding two compliance notices issued under section 22A of the Care Standards Act 2000. These relate to regulation 12, the protection of children standard; and regulation 13, The leadership and management standard, of the Children's Homes (England) Regulations 2015.

Following this visit, the manager withdrew her application to register with Ofsted, and left her position on 08 April 2016. The organisation has appointed an external applicant to the vacancy, and pre-employment checks are being completed prior to this individual commencing work. The organisation has secured effective temporary management of the home that has enabled improvements in the quality of care practice, and consequently more settled and positive relationships between staff and young people. The home remains inadequate because it has not had a registered manager since January 2015. This limits the sustainability of improvements because management arrangements are temporary.

An operations manager works in the home for three days each week. She has overseen the exit of the previous manager, implemented and developed the home's improvement action plan, and now works alongside an acting manager. Together they are delivering training, coaching and modelling of effective child care practice. They are using reflective individual supervision and team meetings to challenge and support staff to improve. They demonstrate skill in positive and proactive approaches to building warm and nurturing relationships. Young people are responding well to clearer and consistent boundaries and expectations that are balanced by improved opportunities to have fun, live in a well-appointed and secure home, and share in the responsibilities of community life. However, the positive impact of these improvements is very much measured in the short-term.

Managers have resisted a 'quick fix' approach to improving the service and this means that while all areas are being addressed, progress is still required. Monitoring by managers and by the independent visitor identifies shortfalls in staff recording skills. This is being addressed through one-to-one work with staff, and

with planned training. Quality assurance processes do not yet analyse the impact of changes on the quality of care provided, or assess staff performance. Managers accept that the action plan is very much a work-in-progress, and remains subject to change dependent upon outcomes for young people. The action plan is being updated and expanded into a measureable, outcome-led development plan. This will help managers to ensure the home stays on track with improvement that benefits young people.

Risks to young people's safety have been minimised due to improved staff knowledge and understanding. Investigations into historic allegations and whistleblowing concerns have been concluded to the satisfaction of external protection professionals. Young people are afforded improved protection because staff have attended refresher training in behaviour management. Managers review records of incidents and restraint and set actions arising from their monitoring. This includes improving poor records, and reflecting on ways to improve staff practice, such as defusing potential upset by ensuring young people are happily and productively engaged in activities that meet their needs and interests.

Key workers have revised risk assessments, to ensure young people's emerging needs are identified, and set out clear strategies to ensure there is consistency in staff actions. Following E-safety training, key workers have educated and helped young people to agree clear contracts and support systems that highlight the importance of safe social media activity. This means that young people are learning how to recognise unsafe behaviour to protect themselves from harm. Resources have been identified that reflect the learning needs of young people, so that each can improve their understanding of how to keep themselves safe.

Staff are alerted to risks to young people's health because care plans include all the information necessary to ensure they get the medication and treatment they need. Records now include outcomes from appointments, and any actions staff must take to ensure therapeutic and mental health advice is promptly and accurately followed. Young people are fully involved in re-shaping and redecorating the home. They have chosen a relaxing and comfortable scheme for the lounge, and this is now an inviting and relaxing space where young people like to spend their time. They are in the middle of a project to create a play room that will be equipped for electronic and interactive games, and are using the garden space more appropriately for ball and outdoor games. Staff have been reminded of the importance of ensuring the front door is locked, and any damaged material is stored safely while awaiting disposal. During the inspection the home was secure from unauthorised entry.

The home has immediately addressed all of the critically unsafe issues and events that could impact on the immediate welfare and safety needs of young people. The home is compliant with both regulations that were subject to compliance notices.

Other requirements made at the last inspection will be monitored during the next full inspection. Managers are taking an in-depth approach to improvement, rather than a sticking plaster approach. This means that the changes are more likely to be sustained. However, this can only be seen over time, and under the leadership of a registered manager.

Information about this children's home

- The home accommodates up to four young people with emotional and/or behavioural difficulties
- It is run by a private organisation.

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
14: The care planning standard In order to meet the care planning standard the provider must ensure- (2)(a) 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.	12/04/2016
6: The quality and purpose of care standard In order to meet quality and purpose of care standard the registered provider must – (2)(b) ensure staff – (ii) protect and promote each child's welfare; (iv) provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; (v) help each child to understand and manage the impact of any experience of abuse or neglect;	12/04/2016
10: The health and well-being standard In order to meet the health and well-being standard the registered provider must ensure that—	12/04/2016

(a)the health and well-being needs of children are met; (b)children receive advice, services and support in relation to their health and well-being; and (c)children are helped to lead healthy lifestyles. (2) In particular, the standard in paragraph (1) requires the registered person to ensure— (a)that staff help each child to— (i)achieve the health and well-being outcomes that are recorded in the child’s relevant plans; (ii)understand the child’s health and well-being needs and the options that are available in relation to the child’s health and well-being, in a way that is appropriate to the child’s age and understanding; (iv)understand and develop skills to promote the child’s well-being;	
32: Fitness of workers Ensure the provider employs individuals to work at the children’s home who have the appropriate experience and skills for their work. (Regulation 32 (3)(b))	12/04/2016
35: Behaviour management policies and records 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 all of the information required by the regulation, to enable effective oversight of staff practice. (Regulation 35 (3))	12/04/2016

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the home since their last Ofsted inspection.

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

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