

SC033174

Hampshire County Council

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is owned and managed by a local authority. It is registered to provide care and accommodation for up to five children aged between 10 and 17; 16 is the maximum age on admission. According to the home's statement of purpose, it offers residential care with therapeutic emphasis and multi-agency involvement, to help children to recover from experiences which have rendered them vulnerable and disrupted their primary relationships.

The manager was registered in November 2017.

Inspection date: 15 December 2020

This monitoring visit

The home was inspected on 4 November 2020 and significant concerns were identified. Two compliance notices, in addition to a number of requirements, were made following the visit. The due date for these notices was 13 December 2020. On 18 November 2020, a monitoring visit took place to ensure that the quality of care had not worsened and that rapid improvements were being made.

This monitoring visit took place to ascertain the extent of progress with the two compliance notices and requirements.

During the inspection, a serious incident took place at the home while inspectors were onsite. This was following a tour of the premises where a potentially dangerous tool was found on a child's bedroom floor. The senior member of staff, accompanying the inspector, agreed that this item was not appropriate and could pose a potential risk to the child's safety. There was also evidence that drugs had been either smoked or stored in this room. The manager appropriately removed the tool from the child's room. This led to a deterioration in a child's behaviour which was not safely managed by the staff team. De-escalation techniques used by staff were not successful. This resulted in significant damage to property and physical violence towards staff. At times, strategies used by staff contributed to the escalation of the

incident. This left the child without opportunities to calm and added to their distress. Procedures detailed in children's risk management plans were not followed and the situation continued to worsen. It is evident that some staff do not have the confidence, capacity or skill to manage these types of situations safely.

Inspectors identified further shortfalls in children's risk management plans. Risk factors relating to individual children are identified and known. However, control measures to mitigate these risks are not always clear. For example, there is a lack of guidance and clarity about what strategies staff should use or consider using. Although incidents of children barricading themselves in their rooms have reduced, it is still not known what methods staff should use to manage this type of incident. This is especially the case when children are smoking in their rooms or are displaying risk-taking behaviour. Furthermore, there is a lack of detail in children's plans regarding what staff should do when de-escalation techniques are unsuccessful. This is also evident in practice, as witnessed during the serious incident inspectors observed.

There has been some improvement regarding reviewing and monitoring systems. Senior management has devised a comprehensive action plan to address these. The action plan incorporates how identified shortfalls will be addressed and consistently improved on. These plans are clear, reflective and realistic. However, the reviewing and monitoring systems are not yet fully effective as they failed to identify the shortfalls relating to children's risk management plans.

Inspectors sampled complaint records. Since the previous inspection, a child made a complaint which related to an inappropriate comment a staff member made about them. The manager addressed this appropriately. However, records did not reflect what the outcome was for the child.

Supervision records and team meeting notes demonstrate difficulties within the staff team. Leaders recognise these issues and have plans to address them. For instance, they have brought in a new management team that has previous experience in dealing with these issues successfully. Although this is another significant change to the management of the home, it is a more permanent arrangement. Leaders anticipate that this will provide stability, structure, clear guidance and boundaries and help to stabilise the home.

The two compliance notices issued at the inspection on 4 November 2020 have not been met. Additionally, several requirements are also not met. These relate to positive relationships within the home, behaviour management arrangements and policy, the quality of care review and management of complaints. However, some improvements have been made. This is because some requirements have been met. These relate to fire safety, improvements to the premises, obtaining the views, wishes and feelings of children and notifying Ofsted of significant events.

The home is undergoing redecoration and refurbishment. Children's bedrooms are significantly better. They have been decorated according to what children wanted,

new furniture has been purchased and there are plans for this renovation to continue. Children have been actively involved in choosing how they want their rooms to be. This demonstrates that children's individual wishes and views are sought and acted on.

All outstanding fire safety issues have been resolved. Staff check children's bedrooms three times a day to ensure that smoke detectors are not covered up. Staff have undergone fire training refresher courses and there is now a designated fire marshal in place.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
30/10/2019	Interim	Sustained effectiveness
14/05/2019	Full	Requires improvement to be good
06/02/2019	Interim	Improved effectiveness
20/08/2018	Full	Requires improvement to be 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
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— - mutual respect and trust; - an understanding about acceptable behaviour; and - positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— - meet each child's behavioural and emotional needs, as set out in the child's relevant plans; - help each child to develop socially aware behaviour; - encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding; - de-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(xi))	14 February 2021
*The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child. (Regulation 12 (1) (2)(a)(i))	14 February 2021

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. (Regulation 13 (1)(a)(b) (2)(c))	14 February 2021
*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 staff work as a team where appropriate use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(b)(h))	14 February 2021
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out— how appropriate behaviour is to be promoted in the children's home; and the measures of control, discipline and restraint which may be used in relation to children in the home. 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;	14 February 2021

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. (Regulation 35 (1)(a)(b) (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii))	
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out— how appropriate behaviour is to be promoted in the children's home; and the measures of control, discipline and restraint which may be used in relation to children in the home. The registered person must ensure that— 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. (Regulation 35 (1)(a)(b) (3)(b)(i)(ii))	14 February 2021
The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39 (3))	14 February 2021
In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the quality of care provided for children; the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; 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)(b)(c))	14 February 2021

*These requirements are subject to a compliance notice.

Recommendations

- The registered person should only accept placements for children where they are satisfied that the home can respond effectively to the child's assessed needs as recorded in the child's relevant plans and where they have fully considered the impact that the placement will have on the existing group of children. The Statement of Purpose is an important document in the process of care planning as it sets out the needs of children the home is set up and equipped to care for. ('Guide to the children's homes regulations including the quality standards', page 56, paragraph 11.4)
In particular, senior leaders should avoid making admissions decisions that are in opposition to those of the registered manager.
- Many children placed in homes may undergo a difficult transition and what should be simple aspects of their care take on a substantial significance in this context. Staff should provide a nurturing environment that is welcoming, supportive, and which provides appropriate boundaries in relation to their behaviour. Homes must also meet children's basic day to day needs and physical necessities. Staff should seek to meet the child's basic needs in the way that a good parent would, recognising that many children in residential care have experienced environments where these needs have not been consistently met – doing so is an important aspect of demonstrating that the staff care for the child and value them as an individual. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.7)

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.

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

Children's home details

Unique reference number: SC033174

Provision sub-type: Children's home

Registered provider: Hampshire County Council

Registered provider address: Hampshire Council, 3rd Floor, Elizabeth II Court North, The Castle, Winchester, Hampshire SO23 8UG

Responsible individual: John Stacey

Registered manager: Sarah Harris

Inspectors

Kelly Marchmont, social care compliance inspector
Jill Sephton-Wright, social care inspector

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