

SC033174

Registered provider: Hampshire County Council

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a local authority. At the time of this inspection, one child was living at the home.

There has been no registered manager since March 2021.

Inspection dates: 23 and 24 May 2023

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are widespread failures that mean children and young people are not protected, their welfare is not promoted and their care and experiences are poor.

Date of last inspection: 2 August 2022

Overall judgement at last inspection: good

Enforcement action since last inspection:

Following a monitoring visit on 7 September 2022, compliance notices were issued in respect of regulation 12, the protection of children standard, and regulation 13, the leadership and management standard. Following a monitoring visit on 20 October 2022, the compliance notice issued in relation to regulation 13 was deemed to be met. The compliance notice issued in relation to regulation 12 was deemed to be met following a monitoring visit on 23 January 2023.

A restriction of accommodation notice issued following a monitoring visit on 14 December 2022 was reissued following a monitoring visit on 1 March 2023.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/08/2022	Full	Good
26/04/2022	Full	Inadequate
26/04/2021	Full	Good
30/10/2019	Interim	Sustained effectiveness

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Shortfalls in how well the child is helped and protected and in the effectiveness of leadership and management are having a detrimental impact on the child's overall experiences and progress.

There are no clear structures and routines in place for the child. The child told inspectors that they are bored and feel isolated. Staff are not proactively encouraging the child to participate in activities which could expand their interests and help them to develop their independence skills.

Not all staff work in line with the model of care described in the home's statement of purpose. Some staff told inspectors that there are inconsistencies in the way the child is looked after. This makes it difficult for the child to understand boundaries and expectations. Consequently, the child is not benefiting from predictable support or having a positive experience of care.

The child does not always receive warm and nurturing responses from staff. Inspectors witnessed some staff responding to the child in a way which was inflammatory. For example, when the child refused to complete a task, a member of staff became argumentative. This resulted in the child struggling to remain calm and manage their emotions.

Key-work sessions are infrequent, which means that there are limited opportunities for staff to spend time with the child and help them to make progress with their emotional well-being. When key-work sessions do take place, records do not demonstrate that they result in agreed strategies to help the child cope with difficult feelings.

While managers advocate for the child to access education, and there is some evidence of joint working with other professionals, the significant concerns about the child's care, safety and well-being are significantly impacting on their overall progress and experiences.

How well children and young people are helped and protected: inadequate

Written risk assessments, designed to reduce vulnerabilities, are not updated when the child's risks change. As a result, staff do not have up-to-date knowledge of the child's current risks and they cannot make sound decisions about their care. In one example, the child was left alone with an item which was unsafe for them, and this resulted in an incident which had the potential to be serious.

There is no clearly defined plan to ensure that the child is protected from unsafe use of social media and the internet. As a result, the child has been able to use technology to contact unknown and potentially unsafe people.

Managers review serious incidents in a timely manner. However, on some occasions, there is unnecessary delay between an incident occurring and consequences being discussed with the child. This approach causes confusion for the child and does not support them to learn what is unacceptable behaviour and why.

Processes for managing maintenance tasks are good. As a result, repairs are completed in a timely manner and the physical environment is safe and secure. However, records do not demonstrate that processes for ensuring that staff are familiar with health and safety procedures are followed. For example, not all staff have signed the house risk assessment.

The effectiveness of leaders and managers: inadequate

Management monitoring and scrutiny of the home are ineffective. This means that shortfalls have not been identified and addressed prior to the inspection.

Senior managers have failed to ensure that the new manager had an effective handover from the previous acting manager or a suitable induction, to enable them to be clear about their roles and responsibilities. As a result, during the inspection, key documents were found to be incomplete or could not be located. Examples include staff training records and the workforce development plan.

Staff do not always receive supervision at agreed intervals. When supervision does take place, managers do not reflect on and identify the support and development needs of the staff team. Inspectors were unable to establish whether staff have the training and skills necessary to meet the needs of the child, due to training records being unavailable.

Detailed monthly reports by an independent person identify shortfalls and are an essential part of the quality assurance process. However, managers do not take swift and decisive action to address recommendations made by the independent person.

Managers do not regularly complete a review of the quality of care provided. This means that they do not have a well-rounded view of the experiences of the child and the impact that the care is having on their outcomes.

During the inspection, senior leaders demonstrated a commitment to addressing the shortfalls which were identified.

At a case review following this inspection, it was agreed that the restriction of accommodation notice will remain in place.

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, The 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 quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— understand and apply the home's statement of purpose. (Regulation 6 (1)(a)(b) (2)(a))	21 July 2023
The enjoyment and achievement standard is that children take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, cultural, intellectual, physical, and social interests and skills. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— develop the child's interests and hobbies; participate in activities that the child enjoys, and which meet and expand the child's interests and preferences; and make a positive contribution to the home and the wider community; and that each child has access to a range of activities that enable the child to pursue the child's interests and hobbies. (Regulation 9 (1) (2)(a)(i)(ii)(iii)(b))	21 July 2023
The protection of children standard is that children are protected from harm and enabled to keep themselves safe.	21 July 2023

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; help each child to understand how to keep safe; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person that the home’s day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1) (2)(a)(i)(ii)(v)(b))	
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— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home’s statement of purpose; ensure that the home’s workforce provides continuity of care to each child; understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(e)(f)(h))	21 July 2023

The registered person must complete a review of the quality of care provided for children (“a quality of care review”) at least once every 6 months. 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. After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review (“the quality of care review report”). The registered person must— supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home. The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))	30 June 2023
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Recommendations

- The registered person should have a workforce plan which details the experience and qualifications of staff currently working within the staffing structure and any further training required for those staff, to enable the delivery of the home’s statement of purpose. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 53, paragraph 10.8)

- The registered person should have systems in place so that all staff, including the manager, receive supervision of their practice from an appropriately qualified and experienced professional, which allows them to reflect on their practice and the needs of the children assigned to their care. ('Guide to the Children's Homes Regulations, including the quality standards', page 61, paragraph 13.2)
- The registered person should ensure that records can be easily accessed by anyone with a legitimate need to view them. ('Guide to the Children's Homes Regulations, including the quality standards', page 61, paragraph 14.2)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, using the social care common inspection framework. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

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: Post vacant

Inspectors

Jill Sephton-Wright, Social Care Inspector
Jules Harrild, Social Care Inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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Textphone: 0161 618 8524
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