

Children's homes inspection - Full

Inspection date	06/12/2016
Unique reference number	SC033326
Type of inspection	Full
Provision subtype	Children's home
Registered person	Kirklees Council
Registered person address	Kirklees Council, 30 Market Street, Huddersfield HD1 2HG
Responsible individual	Bev Paris
Registered manager	Martin Steele
Inspector	Pauline Yates

Inspection date	06/12/2016
Previous inspection judgement	Declined in effectiveness
Enforcement action since last inspection	A compliance notice was issued following the last inspection. This was regarding the completion of a Safe Area Risk Assessment. This compliance notice was successfully met within the timescales set.
This inspection	
The overall experiences and progress of children and young people living in the home are	Requires improvement
The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.	
How well children and young people are helped and protected	Requires improvement
The impact and effectiveness of leaders and managers	Requires improvement

SC033326

Summary of findings

The children's home provision requires improvement because:

- Managerial response to concerns raised over the home's ability to meet some young people's needs has been poor. Concerns have not been met by timely decision-making, delaying the search for an alternative placement.
- Continued inappropriate placement of some young people has led others to experience disruption in night-time routines, significant damage to the home environment and incidents of bullying.
- The progress of young people to engage meaningfully with the staff and routines within the home and attend education is variable.
- Staff, at times, have not been able to minimise the negative impact that some young people have had within the home.
- Staff have not comprehensively assessed some behaviours that pose a risk to young people's welfare and safety. As a result, the impact that these behaviours present is not fully appreciated by staff.

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 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 must comply within the given timescales.

Requirement	Due date
12. In order to meet the protection of children standard, with particular reference to the timely updating of risk assessments and ensuring that each child is offered a return home interview and that this is recorded and any relevant information analysed, the registered person must ensure-	31/01/2017

(a) that staff- (i) 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; (iv) manage relationships between children to prevent them from harming each other.	
11. In order to meet the positive relationship standard, with particular reference to embedding restorative approaches to resolving conflict between young people, the registered person should ensure- (2)(a) that staff- (ii) help each child to develop socially aware behaviour; (iii) encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding.	28/02/2017
12. In order to meet the leadership and management standard, with particular reference to the management team responding in an appropriate timescale to concerns regarding young people's suitability to be placed at the home, the registered person must- (2)(f) 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.	31/01/2017
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. (Regulation 45(4)(a))	31/01/2017

Recommendations

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

- For children's homes to be nurturing and supportive environments that meet the needs of children, they will, in most cases be homely, domestic environments (the 'Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9).

This is with particular reference to the renewal of worn and damaged carpets throughout the home, replacement of the kitchen door, repainting of door architraves and young people's bedroom doors, and renewal of kitchen cupboards.

- Staff should be familiar with the home's policies on record keeping and understand the importance of careful, objective and clear recording (the 'Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4).

This is with particular reference to improving the system of recording of return home interviews and risk assessments for young people being appropriately drawn together in an identifiable place.

Full report

Information about this children's home

This home is owned and run by a local authority. It is registered to provide care and accommodation for up to six young people who have emotional and/or behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/01/2016	Interim	Declined in effectiveness
23/06/2015	Full	Good
16/01/2015	Interim	Sustained effectiveness
24/07/2014	Full	Good

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Requires improvement
Young people's progress in education is variable. Some young people have begun attending school after long periods of refusal prior to arriving at the home. Others have experienced a decline in education since living at the home and some have maintained their history of sporadic attendance. Although staff encourage and support this aspect of their lives, some young people refuse any level of attendance. This behaviour has at times influenced other young people's negative attitude to education and resulted in resistance to staff encouragement and guidance. Young people's engagement with staff is variable. Some young people have benefited from the nurture, guidance and support that staff offer. As a result, they have grown in social confidence and independence skills. They have embraced the opportunities that staff offer and enjoy new activities that have opened up for them through living at the home. Some, however, resist the approaches made by staff and remain socially isolated within the home. Young people, until very recently, experienced night-time disruption of sleep and substantial damage to the fabric of the home. As a result, some young people complained that their education has been affected through lack of sleep. Although the frequency of sanctions used within the home is low, a restorative approach as an alternative is not fully embedded. As a result, some young people who have experienced peer conflict have resisted this type of resolution. Complaints made by some young people have included solutions that other young people should leave the home. At times, some young people's influence within the home is such that others have adopted the same resistant stance towards staff. Staff have worked hard to counteract this influence and progress is now being made. However, their initial experiences of care within the home have delayed this progress. Some young people have made progress in terms of managing their anger and emotions. They employ the strategies that staff offer as alternatives and, as a result, their relationships with others improve. One social worker commenting on the appropriate challenge that staff offer young people said: 'He really engages and concentrates on what they way. He has clearly built relationships with them. They also challenge his "catastrophic world view" of life. That's what I like about it.' One young person commented: 'It's alright here to be fair. I don't mind it here, it's a decent care home. My keyworker "X" helps me out a lot.'	

The fabric in some areas of the home is worn and damaged. Carpeting in young people's bedrooms and other areas of the home requires replacing, doors would benefit from repainting and in some instances replacing, and kitchen cupboards either refitting or replacing. These improvements would ensure that young people are offered a comfortable and welcoming home.

	Judgement grade
How well children and young people are helped and protected	Requires improvement
Staff have a clear understanding of the risks that young people face and appropriate action is taken to try and ensure their safety. Staff and managers liaise well with social workers and police in order to return young people to the home should they leave without permission. Managerial delay in decision-making regarding the appropriateness of a placement at the home has resulted in one young person being absent a total of 88 times. This has very recently significantly reduced and improved. This is due to a more comprehensive legal approach being taken to safeguard the welfare of the young person. Staff and managers are swift to identify and report new or ongoing concerns to other agencies. Managers have sought early reviews and professionals' meetings in order to address and share their concerns. However, the updating of risk assessments is not always completed in a timely manner. This reduces insight into these risks and overall analysis of risk for young people. The influence and behaviour of some young people within the home has resulted in criminal and destructive incidences. Some incidents have given cause for complaint from other young people and, at those times, a diminished sense of safety. There have been incidents of bullying within the home and attempts by staff to address this have not been completely successful. Some young people remain resistant to developing empathetic and reflective views of others, or acknowledging the impact their behaviour may have. Staff work hard at de-escalating situations and, as a result, there have been only two incidents since the last full inspection where physical intervention was required. The managers deal with complaints and investigation into allegations appropriately. These are addressed fairly and quickly and in accordance with the organisations policies and guidance.	

	Judgement grade
The impact and effectiveness of leaders and managers	Requires improvement
The registered manager has been registered to manage the home since 2013. He is suitably experienced and qualified. The manager has a strong presence within the home and young people feel that he is available and approachable. He is knowledgeable about young people's backgrounds, needs and progress. Requirements and recommendations made at the previous inspection have been met. There has been notable improvements in the appropriate challenge brought by the management team, with regard to the home's ability to meet the complex needs of some young people. These representations, however, have not always been responded to by senior management in a timely manner. This has led to delay in the consideration and the planning of possible alternative placements. The effects of these delays have been experienced by other young people and reduced the positive impact that staff have been able to achieve. The manager has good insight into the areas for development and improvement for the home. Although there are some good systems in place for management oversight of the care offered, there has been insufficient audit of risk assessments. In addition, systems for the recording of return home interviews following absences from the home are weak, and risk assessments are spread over a number of files. This can be confusing for staff and limits management oversight of these issues. Management response to improving the care offered and addressing shortfalls of standards by staff has been strengthened. This has been achieved through the appointment of new senior managers and greater support being offered to the registered manager. This facilitates the upward drive in standards of care, ensuring that young people's needs are met to a higher standard.	

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

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 that 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 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'.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'Raising concerns and making complaints about Ofsted', which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

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, work-based learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for children looked after 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 4234, 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 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 www.gov.uk/government/organisations/ofsted.

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: www.gov.uk/government/organisations/ofsted

© Crown copyright 2017