

SC034415

Registered provider: Hollybank Trust

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and operated as a charitable trust. It provides a mix of short-break and long-term care for children or young people. There are currently three young people receiving long-term care; there are up to 23 young people accessing the short-break service. All the young people have complex physical disabilities and associated communication, sensory and learning difficulties.

The home has been without a registered manager for more than 26 weeks. The appointed manager remains unregistered.

Inspection dates: 16 to 17 October 2018

Overall experiences and progress of children and young people, taking into account	requires improvement
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	inadequate
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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.

Date of last inspection: 5 December 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/12/2017	Full	good
14/03/2017	Interim	improved effectiveness
15/11/2016	Full	good
08/03/2016	Interim	improved effectiveness

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 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 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)(v)(vii) and (b)) In particular, when staff become aware of an injury to a child they must ensure that appropriate medication attention is sought quickly to ensure that children and young people receive timely treatment.	30/11/2018
The registered person must establish a procedure for considering complaints made by or on behalf of children. 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(1), (3)) In particular, the manager must ensure that the complaint policy is appropriately applied to each complaint and that complainants are aware and understand the stages and timeliness of the complaint process.	30/11/2018
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. After completing a quality of care review, the registered person	30/11/2018

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'). (Regulation 45(1), (2)(a) and (3))	
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Inspection judgements

Overall experiences and progress of children and young people: requires improvement

The grade for leadership and management is inadequate, which is a graded judgement. As a result, this means that the overall grade can be no higher than requires improvement.

All the children and young people who live in the home have complex physical disabilities and associated communication, sensory and learning difficulties. Some young people also have other medical needs. The residential and nursing staff understand and meet the needs of the young people very well.

The home is purpose built, very well maintained and suitable for the children and young people who live there. The young people who are in long-term placements have individually decorated bedrooms. The rooms for children and young people who have short breaks are decorated and equipped to suit their different ages and needs. The communal areas include pictures of the children and young people who live there. The staff succeed in making the environment for the children and young people homely.

The children and young people have access to a range of health professionals. Nursing staff are on site and can attend to the health needs of children and young people immediately. Medication is stored and administered safely. Good arrangements are in place for auditing medication supplies. On one occasion one young person injured their finger which caused swelling. Although the young person was seen by the home's nurse promptly a decision was taken to monitor the young person's injury. Following the young person's parent expressing their concern about the injury, the young person attended hospital. This decision led to a delay in the young person receiving appropriate medical attention for a fractured finger. A requirement is made to ensure that staff seek appropriate medical attention straight away given their work with children and young people who cannot readily communicate their pain.

All the children and young people who are in long-term placements attend the school on site. Staff from the home go into the school to take part in planned sessions with the young people. This means that the staff improve their knowledge of the abilities of the children and young people they look after. The young people have made progress as a result of the arrangements for education.

The children and young people use the facilities on site. However, the children and young people are not isolated and go out into the wider community. Several young people enjoyed a recent activity holiday. Other children visited a local museum. Photographs

showed how much the children and young people enjoyed these experiences.

The home involves the children and young people in the running of the home. Due to the complex difficulties of the children and young people, staff use a variety of communication methods. This includes easy-reading symbols and observation of behaviour.

The staff work hard to keep high levels of contact between the children and young people and their families. Parents and professionals speak very highly about the care provided by the home. One parent said: 'I have no qualms about my son having short breaks in the home. He has made progress because of the one-to-one time he has with members of staff.' A social worker said: 'The facilities are fantastic, but the best bit is that the workers really know [name of child]. They genuinely care for her.'

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

The children and young people in this home rely on members of staff to understand and meet all their needs and as such are supervised at all times. They are not exposed to risks, such as county lines activity, child sexual exploitation or radicalisation. The children and young people do not go missing from home and do not have challenging behaviour.

Some of the children and young people have high levels of anxiety. Staff are attuned to their needs in order to provide safe and effective care. Safe recruitment processes are thorough to ensure that staff members are skilled to manage such challenging behaviour. The home encourages support workers to develop their skills to apply for senior positions. This means that staff get to know the children well over a long period of time.

All staff complete safeguarding training when they begin work. The staff also undertake refresher training every three years. All members of staff attend a wide range of other training, such as training on administration of medication, gastrostomy feeding and first aid. Compliance with the required training is good.

Members of staff know what to do if they think someone has harmed or neglected a child or young person. The staff understand that children and young people who have profound disabilities are vulnerable to abuse. Staff know they must be vigilant about any change in the young people they look after, as this might be due to harm, neglect or they may be suffering from pain. They take appropriate action quickly.

The effectiveness of leaders and managers: inadequate

The home is not effectively and efficiently managed by a permanent, suitably experienced and qualified registered manager. There has been no registered manager at this home for a significant period of time. As a result, judgement for effectiveness of leaders and managers is inadequate.

The manager has professional qualifications and supervisory experience. However, evidence of the manager's ability to comply with the regulations could not be assessed as the individual did not provide this information for verification. There is an experienced, senior member of staff who ensures that the staff team provides high-quality care for the

children and young people. This mitigates against the effect of the manager not being registered with Ofsted.

The manager has made several positive changes in the home, including improved recruitment. There are now enough members of staff to provide consistent care to the children and young people. This means bank or agency staff are rarely used and almost all staff members know the children and young people very well.

The manager has also improved multi-disciplinary working between the home and the school. As a result, the children and young people benefit from a more knowledgeable and enthusiastic staff team, that provides a continuum of care for the children and young people.

The manager has changed the way the home interacts with family and friends of the children and young people. She has introduced celebration events which family members attend. She has also set up a private Facebook group for family members to keep up to date with the children and young people. This means that children and young people continue to be part of their own family, even when living at the home.

Supervision records show that managers deal with performance issues including attendance and adherence to policies. Members of staff complete a reflective exercise following any performance issues that affect the children and young people. Team meeting minutes show that difficulties in the staff team are acknowledged and addressed. Staff members said that they enjoy working in the home and feel supported by their line managers. One member of staff said: 'I received a good induction; I couldn't ask for a better working team. It's been a good transition from support worker to senior.'

Information about the quality of care in the home has not been consolidated to give an overall view of whether children and young people are kept safe, the strengths and weakness of the home and areas that need to improve. The manager was not aware that a report was required to comply with this regulation. A requirement is made in respect of this shortfall in practice.

The quality of recordings relating to complaints varies in the home. Inspectors viewed one complaint which did not demonstrate that the home's policy had been fully complied with. Information about which stage of the complaint process was being considered and the timescales for the process were omitted from the recordings. A requirement is made to ensure that the management of any future complaints comply with the home's complaints policy.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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 whom it is trying to help, protect and look after.

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: SC034415

Provision sub-type: Children's home

Registered provider: Hollybank Trust

Responsible individual: Kathleen Eastwood

Registered manager: post vacant

Inspector(s)

Cath Sikakana: social care inspector

Jane Titley: social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: <http://www.gov.uk/ofsted>

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