

Children's homes - interim inspection

Inspection date	12/01/2016
Unique reference number	SC060118
Type of inspection	Interim
Provision subtype	Children's home
Registered person	Five Rivers Child Care Limited
Registered person address	Five Rivers Childcare, 47 Bedwin Street, SALISBURY, SP1 3UT

Responsible individual	Mausumi Maulik
Registered manager	Farraday Crews
Inspector	Heather Chaplin

Inspection date	12/01/2016
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection This home was judged Good at the full inspection. At this interim inspection Ofsted judge that it has Sustained effectiveness. The home has sustained effectiveness because since the full inspection on 27 May 2015, there have been several changes in the management arrangements. Some of these changes were planned, but others could not have been predicted. This has impeded the home's progress and adversely affected some of the outcomes for a young person who was in placement at the time. Other outcomes for this young person have been more positive. The home has a very experienced and skilled registered manager, who was on maternity leave for one year from October 2014. She has a large remit, because she manages two homes 12 miles apart. The provider put interim management arrangements in place to cover both homes for the duration of the manager's maternity leave. This included a plan for the deputy manager in post at the time to act in an interim capacity, and register with Ofsted to manage one of the two homes. These arrangements were effective for several months, until the other home under the same management received a very high-risk placement. The interim manager had no choice but to focus on supporting the staff at the other home for several weeks. Because of the time taken to travel between the homes in the local traffic conditions, it proved difficult to be in day-to-day control of both establishments. The interim manager worked hard to make time for the young person in this home, and often took him out on activities, but it was impossible to be in two places at once. The interim manager left at short notice in September 2015. The loss of this staff member was distressing for the young person, because he had a strong attachment to him and he was a positive male role model. This significant loss is likely to have contributed to the deterioration in the young person's already challenging behaviour. There were several serious incidents, during which female staff were subject to assaults. There were a number of restraints, including prone holds, in order to prevent further injury to staff or the young person. This young person also was absent without authority on a number	

of occasions, and despite the staff's efforts, his school placement broke down for a second time.

The home responded to all of these incidents appropriately. For example, managers reviewed the risk assessments and ensured that there was always at least one male staff member on duty at all times. Although the young person had made good progress in terms of his ability to develop attachments and engage in activities, the interim managers recognised that the home was no longer able to meet his educational and safeguarding needs. The home had no choice but to give notice on the young person's placement.

The home was, for a short period, managed by senior therapeutic practitioners within the staff team. They were supported by a registered manager from another home in the group, and the company's operations manager. By this time, it was too late for the company to seek to register a new manager, because the permanent post-holder was due to return to work in October.

The Regulation 44 visitor reported that during September, after the first interim manager had left, a number of staff had not received their supervision sessions. Staff were concerned about some of their colleagues leaving, having to work with temporary staff and the lack of continuity in the management arrangements. The team found it difficult to adjust to different interim managers' expectations and instructions. Despite these difficulties, the staff team maintained a high level of commitment and professionalism. They worked hard to maintain the young person in placement and promote positive outcomes for him.

The registered manager has now been back in post for three months. The staff were very relieved to see her return. The manager has worked hard to stabilise the home. Following this turbulent period, the home is now on a trajectory of improvement.

Staff said that there had been positive developments in rationalising the home's recording systems, and they are looking forward to the implementation of a new, tailor-made electronic records system, when the necessary preparatory work has been completed.

There has been a review of the company's chosen restraint method, and the home no longer uses prone holds, which have the potential to interfere with young people's breathing. The risk management plan for the present young person clearly states that no prone holds are to be used, which is a positive development.

A new young person has been admitted. She commented that staff from the home visited them in their previous placement to talk about what the home had to offer, which increased her level of choice about whether to come to the home. The young person has now been in the home for seven weeks. There have been some serious incidents, but these are balanced by steady progress in other areas. For example, the young person has started to have in-depth conversations with the

staff and is beginning to develop relationships. She says that she would like more independence, and although not yet in education, training or employment, she has made determined efforts to achieve an apprenticeship.

The staff have listened to the young person's wishes, and these are being incorporated into her day-to-day care. For example, the young person was given some money and allowed some free time to visit the local supermarket to buy her own toiletries and some food items.

Since the registered manager's return, staff supervision and team meetings have been reinstated. The home is also now fully staffed, which enables the rota to run effectively and avoids placing pressure on the team to complete additional shifts. Consequently, the staff are happy and motivated, and the backlog of management tasks has been cleared.

The staff commented positively on their training and development, and on the level of support they now receive. The Regulation 44 visitor identified that staff had not received training in child sexual exploitation. The managers have acted upon this recommendation, and have ensured that online training is available to all staff on this important subject. Approximately half the team have now completed this.

Damage which was sustained during the day prior to this inspection was being made good, and one of the staff was busy painting some of the doors during the inspection. The manager has plans to refurbish and update the bathroom to further enhance the quality of the facilities for the young people.

In October 2015, the registered manager returned to her post. The home has stabilised again, so the situation is now improving, with further developments planned.

At the full inspection, two requirements and one recommendation were made. The home was required to respond to the inconsistencies in one young person's educational provision. This requirement is met, because the interim manager advocated strongly for the young person to be re-introduced to school. He benefitted from a graduated programme designed by the company's child psychotherapist, which worked effectively.

The second requirement, to ensure that the interim manager submitted an application to register with Ofsted, was not met. No valid application was ever received, but the post-holder has now returned to work, so it is no longer relevant.

One recommendation was made at the previous inspection. The provider was asked to ensure that serious incidents are notified to the appropriate authorities in a timely manner. This has been met.

As a result of the present inspection, one new requirement has been made. This is because the restraints log is not recorded in line with regulation. For example, the details of the young person's behaviour leading up to the restraint are not recorded

in the log, so it is not possible to track patterns of behaviour without looking at individual incident records. This makes management monitoring less effective, and does not support robust, safe and clear restraint practice. Individual restraints were all appropriate, and conducted by suitably trained staff.

Information about this children's home

This home is registered for one child of either gender, aged from 11 to 17 years. Children placed here may have complex emotional and behavioural difficulties which require care in a single-child home.

This setting is one of several children's services, including a non-residential special school and a fostering service, which are owned and operated by a private company. This children's home is jointly managed with another home situated approximately 12 miles away.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/05/2015	CH - Full	Good
09/12/2014	CH - Interim	Improved effectiveness
23/07/2014	CH - Full	Good
07/01/2014	CH - Interim	Good Progress

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
35: Behaviour management policies and records 35 (3) The registered person must ensure that— (a) 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— (i) the name of the child; (ii) details of the child's behaviour leading to the use of the measure; (iii) the date, time and location of the use of the measure; (iv) a description of the measure and its duration; (v) details of any methods used or steps taken to avoid the need to use the measure; (vi) the name of the person who used the measure ("the user"), and of any other person present when the measure was used; (vii) the effectiveness and any consequences of the use of the measure; and (viii) a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure; (b) 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")— (i) has spoken to the user about the measure; and has signed the record to confirm it is accurate; and (c) within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3))	29/02/2016

What the inspection judgements mean

At the interim inspection we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

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 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 focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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*.

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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