

SC063813

Registered provider: DMR Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home provides care and accommodation for up to six young people who have emotional and/or behavioural difficulties. The home is privately owned.

Inspection dates: 1 to 2 November 2017

Overall experiences and progress of children and young people, taking into account **requires improvement to be good**

How well children and young people are helped and protected **requires improvement to be good**

The effectiveness of leaders and managers **requires improvement to be good**

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 7 February 2017

Overall judgement at last inspection: improved effectiveness

Enforcement action since last inspection: none

Key findings from this inspection

This children's home requires improvement to be good because:

- Staff do not always protect and respect young people's privacy.
- The kitchen area is sometimes locked and this does not give young people access to all communal areas of the home.
- Staff do not carry out all repairs to the home quickly when children cause

damage.

- Managers and staff do not monitor and review risk well. They do not take prompt action to minimise all known risks to young people.
- The manager does not record all complaints, including the investigation and outcome.
- The manager does not keep the statement of purpose up to date.
- When an incident of restraint occurs, the manager does not ensure that people involved in the incident are debriefed, to allow them reflect on what happens.
- The manager does not complete quality of care reviews every six months.

The children's home's strengths:

- Young people improve their learning potential regardless of the difficulties that they face.
- Staff receive good support through supervisions.
- Staff support young people to develop independence skills and to prepare well for adulthood.
- Young people participate in and enjoy a variety of activities in their community. Staff meet young people's health needs well.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/02/2017	Interim	Improved effectiveness
25/05/2016	Full	Good
09/02/2016	Interim	Sustained effectiveness
16/06/2015	Full	Good

What does the children's home need to do to improve?

Statutory requirements

This section sets out the actions that the registered person 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 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 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; and ensure that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. (Regulation 12(2)(a)(i)(d)) In particular, ensure that risk assessments are updated following incidents and the broken bedroom window restrictor is repaired.	31/12/2017
The registered person must keep the statement of purpose under review and, where appropriate, revise it and notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16(3)(a)(b))	31/01/2018
The registered person must ensure that— the privacy of children is appropriately protected; children can access all appropriate areas of the children's home's premises; and any limitation placed on a child's privacy or access to any area of the home's premises— is intended to safeguard each child accommodated in the home; is necessary and proportionate; is kept under review and, if necessary, revised; and allows children as much freedom as is possible when balanced against the need to protect them and keep them safe. (Regulation 21(a)(b)(c)(i-iv))	31/12/2017

In particular, ensure that bedroom windows have blinds or curtains. Furthermore, ensure that young people can access all areas of the home and that staff risk assess and review any limitations to this access.	
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. (Regulation 35(3)(b)(i))	31/01/2018
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))	31/01/2018
The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least every six months. 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 service review is completed. (Regulation 45(1)(4)(a))	31/12/2017

Inspection judgements

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

Some young people display very challenging behaviour. Other young people living in the home do not like the disruption that this causes. Young people have also been subject to some bullying behaviour and intimidation by their peers. As a result, young people do not have consistently positive experiences of living in the home.

Some young people cause damage to the home. Although managers and staff endeavour to repair this quickly, some aspects of the home's environment continue to require improvement. For example, one bedroom has a broken window blind and another bedroom does not have window blinds or curtains. Such shortfalls do not reflect good standards of care. They do not help children to feel valued and they do not afford young people sufficient privacy.

Not all young people experience stability. For example, two young people have moved on from the home earlier than anticipated. This was because the staff have not been able to continue to manage the young people's behaviour safely. However, other young people do make good progress and experience positive outcomes. For example, one young person successfully moved on to independence and benefited from a well-planned transition to adulthood.

Staff know that trust is important and it can take time before young people feel relaxed

and confident. An experienced and stable team provides young people with a consistent approach to their care. Consequently, young people form some positive relationships with staff.

Young people make good progress in trying to get back into education. The education co-ordinator works in partnership with young people, the manager and education professionals to find the right learning environment for each young person. Because it is not always easy for young people who have been out of the education system to return to a classroom environment, alternative arrangements are made. As a result, young people gain confidence and achieve results at a pace that is suitable for them. For example, a young person has started to attend a military college. He is engaging in something that interests him and this is helping him to integrate back into the education system.

Staff make sure that young people have access to services that improve their health. For example, there is a drug and alcohol worker who is employed by the company. She links in with young people that may require this specialist support. This provides young people with the opportunity to learn about how they can reduce or stop recreational drug use or alcohol misuse. Young people take regular exercise and enjoy a range of physical activities. This helps young people to stay fit and well.

Staff listen to the views of young people. This encourages young people to be a part of the process that influences change. Sometimes, young people do not want to share their views publicly in a young people's meeting. When this is the case, staff seek alternative ways to gain their opinions. This ensures that young people contribute to the day-to-day running of the home.

Young people remain in contact with family and friends. This helps to nurture relationships and helps young people to identify with who they are. The staff provide a welcoming environment for visitors when contact takes place at the home. At times, staff support supervised contact. As a result, young people experience valuable time with people who are important to them.

Staff help young people to become independent. During their time at the home, young people learn to prepare for independent living. For example, one young person has recently left the home and succeeded in finding his own living accommodation. This is because staff provided him with access to the independent living space in the home. As a result, the young person developed valuable skills he needed to live alone. When the young person left, the home hosted a leaving party. A memory book containing photographs of the young person's life journey was given to him.

How well children and young people are helped and protected: requires improvement to be good

Young people do not always comply with the home's rules and boundaries. Although the staff are vigilant and consistent in their approach, young people often defy the rules. This results in young people causing damage to the home's property. In addition, young people can be physically aggressive towards each other at times. The staff respond to such situations and young people receive consequences for their behaviour. However, these interventions have limited effectiveness. Some young people continue to behave in

ways that cause upset to other people and do not understand the impact that their behaviour can have on themselves and others.

Rewards are given in recognition for politeness, helping around the home and attending education. This gives young people a sense of achievement.

Trained staff only use physical intervention when it is necessary to protect young people from harming themselves or others. The manager does not record that she has spoken to the user within forty eight-hours after the intervention. This limits the manager's oversight of restraints and does not guarantee that the practice of the user is in line with each young person's behaviour management plan.

Not all communal areas are accessible to young people. For example, the kitchen was locked during the inspection to restrict access to young people. This was because a recent incident between young people had placed others at risk. However, the manager has not reviewed the risk assessment to clearly identify why the kitchen is to be kept locked. Consequently, risks and strategies to reduce risk are not regularly monitored. Furthermore, it raises questions about the staff's ability to manage young people's behaviour without imposing external forms of control.

Staff do not always update young people's risk assessments promptly following incidents. For example, a young person known to frequently abscond left the home through his first-floor bedroom window. The window was broken during his attempt to abscond. Following the event, the risk assessment was not updated and the window was not fixed. This does not keep young people safe.

Young people do go missing from care. The manager and staff work in partnership with the police and other agencies to help young people to return safely. Staff know and understand the procedures for reporting and helping young people to return home safely. This helps to keep young people safe.

The home has recruited staff since the last full inspection. All staff are subject to a strict vetting process before they can start work. As a result, unsuitable candidates do not have access to vulnerable young people.

Staff give young people a copy of the complaints procedure. Young people know how to complain and who to talk to when they are unhappy about something. Advocates are also available to support young people. These good processes enable young people to speak out and, when they do, staff listen.

A member of the public complained to staff about a young person's behaviour in the community. This incident was not recorded appropriately and was not logged as a complaint. It is not clear what action managers took in response to this complaint. Failing to record complaints appropriately hinders the manager's ability to investigate what has happened and take any necessary action.

The effectiveness of leaders and managers: requires improvement to be good

The registered manager has been in post for over six years. She is suitably experienced and qualified. She holds a level 5 diploma in management. The management structure is further supported with a deputy manager, who also remains a constant staff member.

Most staff are qualified to a level 3 in working with children. Those who are unqualified, are within the timescales at present to obtain their qualification within two years of starting work.

Staff confirm that the management team provides good support to them. Managers provide staff with regular supervision that helps them to gain valuable feedback about their practice. This helps the staff to develop their skills and identifies areas for personal development. An annual appraisal is provided by the manager to all staff. As a result, staff continue to develop skills and knowledge. A staff member said, 'The management is good. If it gets to the point where managers are needed, the managers are always available. They provide good guidance and information.'

The independent visitor undertakes monthly monitoring visits. Following each visit, the visitor writes a report and shares this with the manager. The manager acts on the recommendations raised to improve the quality of care provided to young people. The manager has not completed the quality of care review report within the required six-month timescale. This does not help the manager to fully understand the strengths and needs of the home and take action to develop the home further.

The statement of purpose contains out-of-date information. A requirement is raised to address this shortfall.

The manager challenges services that are not effective. When there are signs that young people are at risk and the home can no longer keep them safe, the manager takes action. Some partner agencies are pleased with the care afforded to young people. A commissioner said, 'The staff are resilient and have a flexible approach.'

Since the last inspection, the manager has taken some action to improve the standards of the home. For example, the front porch now has a new look and the misted windows have been replaced. Outside areas have been painted and trellising replaced. Overall, this has improved the look of the home. However, some areas continue to require attention and so improvements have not gone far enough to provide a well-maintained home throughout.

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: SC063813

Provision sub-type: Children's home

Registered provider: DMR Services Limited

Registered provider address: DMR Services, 102 Queslett Road East, Sutton Coldfield B74 2EZ

Responsible individual: Sally Neville

Registered manager: Samantha Turley

Inspector

Michelle Spruce, social care inspector

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, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding 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 1231, 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 <http://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 <http://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: <http://www.gov.uk/ofsted>

© Crown copyright 2017