

SC064472

Willows (Devon) Ltd

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is part of a small organisation and is registered to care for up to four children. The home provides care and accommodation for children with emotional and/or behavioural difficulties.

The previous registered manager left the home in August 2020. An acting manager has been in post since then.

Inspection date: 5 January 2021

This monitoring visit

On 25 November 2020 an on-site visit was undertaken to address specific concerns received by Ofsted. The concerns related to the safeguarding of four children between 13 and 15 years of age, and the leadership and management of the home. As a result of this, a notice to suspend the home's registration was served.

Following this visit, the proposed manager withdrew their application to register with Ofsted. That said, the manager remains in post and confirms she is being supported. The manager is planning to reapply to register with Ofsted.

This monitoring visit was to review the progress made and to monitor the notice to suspend the registration.

Leaders and managers have worked with their staff team to review the widespread failings that led to the suspension of the home's registration. Reporting and recording systems have been reviewed and they are being shared with the staff. These new systems are being tested for effectiveness.

Leaders and managers are in the process of initiating changes to the responsible person role, making a variation request to reduce the number of children the home is registered to provide care for and carrying out a review of training opportunities for the staff team.

Leaders and managers have completed a review of all practice and procedures and produced a comprehensive action plan. A local authority commissioner for quality assurance has undertaken a visit to another of the provider's children's homes and reviewed an earlier draft of the action plan. Collaborative working is continuing to take place between this local authority and the leaders and managers.

The action plan has been submitted to Ofsted and action to meet this plan has commenced. Ofsted will continue to monitor the progress towards this and the notice to suspend the registration.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/03/2020	Full	Good
24/10/2018	Full	Good
20/11/2017	Full	Good
20/03/2017	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, 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— ensure that staff— protect and promote each child's welfare; provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; help each child to understand and manage the impact of any experience of abuse or neglect; help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult; and make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice. (Regulation 6 (1)(a)(b) (2)(b)(ii)(iv)(v)(vi)(ix))	30 April 2020
*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	30 April 2020

promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— 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; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met and use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(e)(f)(g)(i)(h))	
The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety. (Regulation 32 (1))	30 April 2020
*Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home. The registered person must— maintain in the home the records in Schedule 4; ensure that the records are kept up to date. (Regulation 37 (1) (2)(a)(b))	30 April 2020
In meeting the quality standards, the registered person must, and must ensure that staff— seek to involve each child’s placing authority effectively in the child’s care, in accordance with the child’s relevant plans. (Regulation 5 (a))	28 February 2021
The quality and purpose of care standard is that children receive care from staff who—	28 February 2021

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; ensure that staff— protect and promote each child's welfare; make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice (Regulation 6 (1)(a)(b) (2)(a)(b)(ii)(ix))	
The children's views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— ascertain and consider each child's views, wishes and feelings, and balance these against what they judge to be in the child's best interests when making decisions about the child's care and welfare; help each child to express views, wishes and feelings; help each child to understand how the child's views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child;	28 February 2021

regularly consult children, and seek their feedback, about the quality of the home's care; help each child to understand how the child's privacy will be respected and the circumstances when it may have to be limited; ensure that the views of each relevant person are taken into account, so far as reasonably practicable, before making a decision about the care or welfare of a child (Regulation 7 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(e))	
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child's behavioural and emotional needs, as set out in the child's relevant plans; help each child to develop socially aware behaviour; encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding; help each child to understand, in a way that is appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;	28 February 2021

help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship; strive to gain each child's respect and trust; understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children; de-escalate confrontations with or between children, or potentially violent behaviour by children; understand and communicate to children that bullying is unacceptable; and have the skills to recognise incidents or indications of bullying and how to deal with them; and that each child is encouraged to build and maintain positive relationships with others. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix)(xi)(xii)(xiii)(b))	
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; help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other;	28 February 2021

understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies; 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; that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(b)(e))	
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 staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; 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	28 February 2021

child and use this understanding to inform the development of the quality of care provided in the home; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received; and 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)(b)(c)(d)(e)(f)(g)(i)(ii)(h))	
The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure— that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose; that the child's placing authority is contacted, and a review of that child's relevant plans is requested, if— the registered person considers that the child is at risk of harm or has concerns that the care provided for the child is inadequate to meet the child's needs. (Regulation 14 (1)(a)(b) (2)(a)(e)(i))	28 February 2021
The registered person must notify HMCI and each other relevant person without delay if— a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation; an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;	28 February 2021

a child protection enquiry involving a child — is instigated; or concludes (in which case, the notification must include the outcome of the child protection enquiry); or there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(a)(b)(d)(i)(ii)(e))	
The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether— children are effectively safeguarded; and the conduct of the home promotes children's well-being. (Regulation 44 (4)(a)(b))	28 February 2021

*Requirements continuing from the previous inspection

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: SC064472

Provision sub-type: Children's home

Registered provider: Willows (Devon) Ltd

Registered provider address: Stephen Quay Accountancy, The Granary, Hinton Business Park, Tarrant Hinton, Blandford Forum DT11 8JF

Responsible individual: Jennifer Gould

Registered manager: Post vacant

Inspector

Linda Bond, Social Care Inspector

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