

Inspection report for children's home

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|--------------------------------|-----------------|
| <b>Unique reference number</b> | SC386522        |
| <b>Inspector</b>               | Sharon Lloyd    |
| <b>Type of inspection</b>      | Interim         |
| <b>Provision subtype</b>       | Children's home |

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|----------------------------------|-------------------------------------------------------------------------------------|
| <b>Registered person</b>         | Keys Education Limited                                                              |
| <b>Registered person address</b> | Hurstwood Court, Laganwood House New Hall<br>Hey Road ROSSENDALE Lancashire BB4 6HR |
| <b>Responsible individual</b>    | Marc Murphy                                                                         |
| <b>Registered manager</b>        | POST VACANT                                                                         |
| <b>Date of last inspection</b>   | 30/09/2014                                                                          |

|                        |            |
|------------------------|------------|
| <b>Inspection date</b> | 22/01/2015 |
|------------------------|------------|

|                                          |       |
|------------------------------------------|-------|
| Previous inspection                      | good  |
| Enforcement action since last inspection | None. |

## This inspection

This home was judged good at the last full inspection. At this interim inspection Ofsted judge that it has **declined in effectiveness**.

In October 2014 the deputy manager became acting manager of the home following the retirement of the registered manager. She submitted a successful application to be the manager for the home and was appointed in November 2014. The organisation did not inform Ofsted of her appointment. The new manager has not applied to Ofsted for registration. Consequently the home has been without a registered manager for more than three months. This does not ensure effective oversight and management of a children's home.

The home's management team has been depleted since before the last inspection; and prior to the new manager's appointment, the home had no senior care workers and no acting deputy manager. This means the acting manager was managing the home without the assistance of senior care staff. The new manager worked long hours to ensure service delivery.

Although two senior care workers are now in post, the deputy manager post remains unfilled. This post has been vacant since October 2014 but has not yet been advertised. No temporary cover has been provided. The management arrangements for the home following the retirement of the registered manager have not been adequate to ensure the effective and efficient operation of the home.

The manager completed a Level 3 Diploma for the children and young people's workforce in 2014. She has not commenced an appropriate managerial qualification although she has applied for the Level 5 Diploma qualification. The manager has worked in children's social care for more than four years. This includes two years as a senior care worker and almost six months as deputy manager of this home. She has experience of supporting and supervising care staff and deputising during the absence of the registered manager. The manager is quickly developing her knowledge and skills to manage but is not yet fully familiar with her responsibilities

and duties. There have been shortfalls in the management of the home, some of which have had a serious, negative impact on children and young people's welfare.

The home admitted a young person even though the home's impact risk assessment identified that it could not meet the young person's needs and that other young people would be at risk from the new admission. This was based on good information provided in advance by the placing authority.

The manager's concerns about the suitability of this placement were shared with senior managers prior to the placement but were not heeded by the provider. Children and young people's safety was compromised, two young people were injured, one was arrested and held overnight in police custody, and the placement disrupted very quickly. This was because the home could not meet the young person's needs. This young person had an unnecessary move because the provider had not taken action upon the manager's concerns.

This impacted on the overall management of the home and some routine tasks were not always efficiently completed. For example, staff files and medication records were not effectively monitored and there were delays in carrying out staff supervision and appraisal meetings. There were also delays in updating paperwork such as the Statement of Purpose. Shortfalls identified by the independent visitor, who monitors the quality of care, were not addressed within the organisation's timeframes and this means there were delays in securing improvements. Most have now been addressed.

The manager does not receive appropriate supervision and support from senior managers. She has had a short induction and one formal supervision session since taking up post. This does not provide effective oversight of her performance or give her the opportunity to identify areas of concern in a safe and confidential forum. One new member of staff has joined the home since the last inspection. She has not worked in social care previously. Although she has been well supported and mentored by colleagues and the manager, she has not received any formal supervision since her appointment. This does not ensure her performance is fully monitored and does not provide her with the opportunity to raise queries or concerns in confidence.

The home did not notify Ofsted of action it had taken to address shortfalls identified in the last inspection report. Two requirements have not been met. These relate to the system for notifying Ofsted of serious incidents and updates to the Statement of Purpose.

The company's system for managing notifications is not effective. This is because the home forwards completed notification documentation to the organisation's head office for onward notification to Ofsted. Shortfalls in this system were identified at the last inspection. A requirement to improve it was made but has not been addressed. As a result, a serious safeguarding incident was not notified to Ofsted.

This prevents assessment and monitoring of the home's safeguarding procedures.

The Statement of Purpose was reviewed in October 2014 to reflect the changes to the management and staff team. The home did not notify Ofsted of the review. The manager is carrying out a further review of the document to ensure it meets the changes in regulation introduced in April 2014.

Two requirements to improve that were made following the last inspection have been addressed. Records of weekly synopses are signed and dated by the author so there is a more reliable and transparent record-keeping system in place. The admissions and discharge book is appropriately kept and provides information about children and young people's addresses prior to admission and on discharge from the home. This enables a clear audit trail of children and young people's moves and will be helpful to children and young people accessing their records now and in the future.

Five recommendations to improve were made following the last inspection. Four of these have been addressed and this has resulted to improvements in the home. Children and young people receive therapy regularly, where needed. The quality and adequacy of records has improved to better reflect the good work staff do. The home shares the Statement of Purpose with placing authorities and parents so they have a good understanding of the service offered by the home. One male member of staff has returned to work at the home. This does not fully address the gender imbalance but does give children and young people the opportunity to develop positive relationships with a good, male role-model.

A recommendation to ensure staff have the skills to support young people to understand their emerging sexuality has not been addressed. The manager has requested training for staff but the provider has not yet sourced any. This means that children and young people who are entering puberty are not well supported by the staff team to understand and prepare for future social and sexual relationships.

Outcomes for most children and young people continue to be good. Most engage in education and have good health that is effectively monitored. They receive advice, support and therapy in accordance with their needs. They enjoy a range of individually tailored leisure activities and respond positively to encouragement from staff to develop their skills and try new things. Some children and young people do not respond to the home's interventions and continue to put their health at risk through smoking and using drugs. Some do not engage in education despite constant and imaginative encouragement from the home. This means their future prospects are not good.

## Information about this children's home

This service is a privately run children's home. The home provides long-term care and accommodation for three children who may have emotional or behavioural difficulties.

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|----------------------|
| 30/09/2014      | Full            | good                 |
| 27/02/2014      | Interim         | good progress        |
| 14/06/2013      | Full            | adequate             |
| 15/01/2013      | Interim         | good progress        |

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

## 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 Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

| Reg.      | Requirement                                                                                                                                                                                                                                              | Due date   |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 11 (2001) | ensure the children's home is conducted so as to promote and make proper provision for the safeguarding and welfare of children accommodated there (Regulation 11 (1) (a))                                                                               | 07/02/2015 |
| 5 (2001)  | notify HMCI of any revision to the statement of purpose within 28 days of any revision (Regulation 5 (b))                                                                                                                                                | 28/02/2015 |
| 7 (2001)  | ensure that where the registered provider appoints a person to manage the children's home, he shall forthwith give notice to HMCI of the name of the person so appointed and the date on which the appointment is to take effect (Regulation 7(2)(a)(b)) | 07/02/2015 |
| 27 (2001) | ensure that all persons employed, including the manager of the home, receive appropriate training,                                                                                                                                                       | 28/02/2015 |

|              |                                                                                                                                                                                                                                                                                                                                                                     |            |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|              | supervision and appraisal. In particular, ensure regular and appropriate supervision of the new manager and new staff, annual appraisal of all staff and training that gives staff the skills to meet children's individual needs (Regulation 27 (4))                                                                                                               |            |
| 30<br>(2001) | ensure that if, in relation to a children's home, any of the events listed in column 1 of the table in Schedule 5 takes place, the registered person shall without delay notify the persons indicated in respect of the event in column 2 of the table (Regulation 30 (1))                                                                                          | 07/02/2015 |
| 25<br>(2001) | ensure that there is at all times, having regard to the need to safeguard and promote the health and welfare of the children accommodated in the home, a sufficient number of suitably qualified, competent and experienced persons working at the children's home. In particular, ensure the manager is supported by appropriate senior staff. (Regulation 25 (1)) | 28/02/2015 |

## Recommendations

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

- ensure there is a good quality learning and development programme which staff are supported to undertake. Ensure it includes induction, post-qualifying and in-service training to enhance individual skills so that staff are equipped with the skills required to meet the needs of the children and purpose of the setting. In particular, provide staff with training to support children with learning disabilities to understand their emerging sexuality. (NMS 18.1)

## **What inspection judgements mean**

At the interim inspections 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**

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The 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 relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.