

SC386810

Registered provider: Crossway Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This is a privately run children's home. It provides care for one child. The provider states in its statement of purpose that it provides care for children who may have social and/or emotional difficulties.

The manager was registered with Ofsted in October 2008. She is also registered to manage another home in the organisation.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 25 September 2020) to carry out an assurance visit. The report is published on the Ofsted website.

Inspection dates: 8 to 9 September 2021

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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: 12 March 2020

Overall judgement at last inspection: Improved effectiveness

Enforcement action since last inspection: None

Recent inspection history

Inspection date	Inspection type	Inspection judgement
12/03/2020	Interim	Improved effectiveness
28/05/2019	Full	Requires improvement to be good
11/09/2018	Full	Requires improvement to be good
17/05/2017	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

One child lives at the home. She has lived at the home for nearly two years and has developed a sense of belonging. She said that she feels safe at the home. She has good relationships with staff and the registered manager. The child said, 'I trust the registered manager completely.'

The child's interests and talents are nurtured. She has weekly singing lessons, and she told the inspector that since living at the home her overall confidence has improved. The child and staff have fun together, enjoying holidays at a caravan park and creating dance routines. Videos of these routines show warmth and affection between staff and the child.

Staff seek to understand the reasons behind the child's behaviour and respond in a way that supports the child to manage her feelings safely. However, the child's behaviour management plan has not been reviewed, despite recent incidents, meaning it is not clear if the strategies identified continue to be effective.

There is no evidence of transition planning by the placing authority to identify her next placement, despite the child working towards a move from the home to a semi-independent provision in the near future. As a result, the child and staff caring for her, do not have the information they need to plan effectively for a positive transition from the home. Although the home is supporting the child to access an advocate, the lack of planning by the local authority has not been escalated appropriately by the registered manager.

There have been some staffing difficulties which have led to the child being cared for by people she is unfamiliar with. This does not ensure that there is consistency of care for the child.

There has been a lack of challenge when education providers have ended placements previously. A college placement was identified in the child's home area. However, she was unable to begin this course as the transition plan to move on from the home had not been progressed. The child has not enrolled at a college in the local area due to the plan for her to return to her placing authority. This means the child has been unable to begin any college course at the same time as her peers. Although the registered manager has liaised with involved professionals, this has not been effective as there is still no clear plan in place regarding the child's education.

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

Staff practice has supported the reduction of known risks. . However, this is not always underpinned by effective risk management plans. Plans lack clear and

concise strategies for staff to follow. Currently, risk management plans do not indicate when additional staff should be utilised so that a room search can be undertaken to ensure the child is safe. Furthermore, the frequency with which staff should monitor the child, should they have concerns for her welfare, is not identified in risk management plans. Therefore, the plans do not reflect all that the staff should be doing to keep the child safe.

Staff take appropriate action when the child goes missing from the home. Incidents of the child leaving the home without permission have reduced during her time at the home. However, records do not consistently show where independent return home interviews have been offered and undertaken by the child's placing authority.

There are pictures of the child throughout the home, and she has chosen the decor of her bedroom. However, during the visit, the inspector pointed out that the child's bed was broken. There was no evidence that the registered manager or staff had taken any action to replace the bed before this. The registered manager did address this matter during the inspection. This lack of oversight detracts from the homely environment that the registered manager is seeking to provide for children.

Although an independent fire risk assessment had been carried out, this did not consider that the front and back doors of the home are locked at night with a key. This prevents children being able to leave the home, in the event of a fire, without staff, who have access to a key. Although some remedial work identified on the fire risk assessment had been carried out, not all identified actions had been addressed at the time of the inspection.

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

The registered manager is appropriately qualified and experienced. She is also registered to manage another home within the organisation. The organisational structure has recently changed so that the home's deputy manager now works shifts, caring for the child. This has limited their capacity to complete the managerial tasks.

An allegation, made by a child against a member of staff, was escalated appropriately by the registered manager. Information was shared with the placing authority and the local authority designated officer. However, the responsible individual had not shared the outcome of their investigation with the registered manager at the time of the inspection. Furthermore, the leadership team did not have a record of the response from the designated officer. Delays in completing the investigation have had a negative impact on the staffing arrangements within the home, resulting in the child being cared for by an inconsistent staff team.

Staff spoken to describe a supportive environment. They regularly contact the registered manager for support and guidance. However, formal supervision has not always taken place in accordance with the organisation's policy. Furthermore, records do not demonstrate the impact of any learning undertaken or agreed

actions. This hinders the registered manager in continually evaluating staff practice to improve children's care.

The child's progress is discussed at team meetings, and the child has participated in one team meeting. However, these have not taken place regularly due to the staffing issues within the home. Staff have access to a range of online training. However, records do not demonstrate the impact the training has on their practice, as this is not discussed as part of individual staff supervisions. The registered manager told the inspector that 'therapeutic parenting' training is planned for the staff team in the coming weeks. The aim of this training is to support staff to develop a consistent approach in caring for the child.

Shortfalls were identified in management monitoring and oversight. Currently, monitoring systems do not support the registered manager to evaluate the care the child is receiving or evidence the impact that living in the home has had on the child's progress.

Necessary damp proof work has been undertaken, meaning there is exposed plastering downstairs. The registered manager was unsure when the room would be decorated. Systems for ensuring that the physical environment is well-maintained are not robust.

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
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; if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5 (a)(c)) In particular, the registered person must ensure that any concerns regarding the child's placing authority are escalated in a timely manner.	21 October 2021
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard paragraph (1) requires the registered person to ensure— that staff— help each child who is above compulsory school age to participate in further education, training or employment and to prepare for future care, education or employment. (Regulation 8 (1) (2)(a)(ix))	21 October 2021
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—	21 October 2021

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; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; 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 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 (1) (2)(a)(i)(v)(b)(d)) This specifically relates to risk assessments being clear regarding arrangements for room searches and the frequency of monitoring the child and ensuring that thumbturn locks are fitted to external doors.	
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— 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(d)(e)(h)) The registered person must ensure that there are effective monitoring and recording systems in place and a consistent staff team to care for the child.	21 October 2021

Recommendations

- The registered person should ensure that, following investigations into allegations made against staff, the home's record of the notifiable event includes a description of the action taken and the outcome of any resulting investigation. ('Guide to the children's homes regulations including the quality standards', page 63, paragraph 14.14)
- The registered person should ensure that a record of supervision is kept for staff, including the manager. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.3)
- The registered person should ensure that supervision records provide a detailed account of discussions, including reflections on practice and training, and clearly identify any actions required. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.4)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, 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: SC386810

Provision sub-type: Children's home

Registered provider: Crossway Services Limited

Registered provider address: 2 The Calls, Leeds LS2 7JU

Responsible individual: Amanda Quinn

Registered manager: Kathleen Mitchell

Inspector

Genevieve O'Reilly, Social Care Inspector

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