

SC386810

Registered provider: Crossway Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned by a private company. It is registered to provide care and accommodation for one child who may have emotional and/or behavioural difficulties.

The registered manager is suitably qualified and experienced and was registered with Ofsted in 2007.

Inspection dates: 11 to 12 September 2018

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: 17 May 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
17/05/2017	Full	Good
05/01/2017	Interim	Sustained effectiveness
28/04/2016	Full	Good
08/12/2015	Full	Requires improvement

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 education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to achieve the child's education and training targets, as recorded in the child's relevant plans; understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers; help each child to understand the importance and value of education, learning, training and employment; promote opportunities for each child to learn informally; raise any need for further assessment or specialist provision in relation to a child with the child's education or training provider and the child's placing authority; 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)(i)(ii)(iii)(iv)(v)(ix))	09/11/2018
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; understand the roles and responsibilities in relation to protecting	09/11/2018

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)(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; 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. (Regulation 13 (1)(a)(b)(2)(a)(f))	09/11/2018
The care planning standard is that children— receive effectively planned care in or through the children's home. In particular, the standard in paragraph (1) requires the registered person to ensure— that arrangements are in place to manage and review the placement of each child in the home. (Regulation 14 (1)(a)(2)(b)(ii))	09/11/2018
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))	09/11/2018
The registered person must ensure that an independent person visits the children's home at least once each month. When the independent person is carrying out a visit, the registered person must help the independent person— if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires; and	09/11/2018

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 (1)(2)(a)(4)(a)(b))	
The registered person must review the appropriateness and suitability of the location of the premises used for the purposes of the children's home at least once in each calendar year taking into account the requirement in regulation 12(2)(c) (the protection of children standard). (Regulation 46 (1))	09/11/2018

Recommendations

- Ensure that the home is a homely, domestic environment. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9) This is specifically in relation to ensuring that crockery items are removed from the young person's bedroom and that good standards are maintained.
- Staff should understand factors that affect children's motivation to behave in a socially acceptable way. Staff should encourage an enthusiasm for positive behaviour through the use of positive behaviour strategies in line with the child's relevant plans. ('Guide to the children's homes regulations including the quality standards', page 39, paragraph 8.13)
- Children's homes staff should seek to identify and provide appropriate opportunities for children to develop themselves in accordance with their wishes and feelings and as part of the home's plan for their care. Each child's talents and interests should be understood and nurtured, with children selecting activities based on their personal preferences and abilities, so far as is reasonable. Staff should also support children to try activities that are 'new' for them, where appropriate. ('Guide to the children's homes regulations including the quality standards', page 31, paragraph 6.4)
- The registered person should ensure that all incidents of control, discipline and restraint are subject to systems of regular scrutiny to ensure that their use is fair and the above principles as set out in 9.35 are respected. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.36)

Inspection judgements

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

The young person has lived at the home for almost four years. Since the last inspection, the progress for the young person has been limited. The young person lacks a sufficient structure and routine to the day and often sleeps until lunchtime.

The young person has not had any significant education or training since leaving formal education over a year ago. The manager and staff have acted to address this by liaising with the local authority and education providers, and many opportunities have been explored. However, for various reasons, including the young person not wanting to engage and some education providers feeling unable to meet the young person's needs, no consistent provision has been identified. In recent months, the manager and staff have not taken suitable action to address this. As a result, the young person does not have a structured plan in place each day to support her educational development.

The young person is preparing for independence. However, the independence programme in place does not adequately support and encourage the young person to make the desired progress. For example, the young person struggles to maintain good standards of cleanliness in her bedroom or to have productive daily routines. Suitable intervention is not taken to support the young person to make improvement in areas in which she is struggling. Consequently, the young person is not learning the practical skills that will help her to move forward into adulthood.

The young person has limited opportunities to engage in social and recreational activities. The manager and staff are not proactive in providing her with such opportunities as part of preparing her for independence. This does not help promote the young person's participation in activities that would help build her skills or give her the chance to spend quality time with the staff. Furthermore, this does not support the young person's emotional and social well-being or build her confidence in social situations.

The young person's placement, education and health plans have not been reviewed and updated for over two months. Therefore, they do not reflect the young person's current situation or needs and the arrangements in place to ensure that the young person's needs are met well.

The manager and staff have a good understanding of the young person's health and development needs. The young person is encouraged to attend routine health appointments and receives appropriate medical attention when necessary. Specialist support and advice is provided in relation to matters such as substance misuse and mental health issues. Consequently, the young person's health needs are well met.

Regular consultation takes place between the young person and staff. The young person is given the opportunity to share her views about the home and the care provided to her.

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

The manager and staff failed to take a thorough and proactive response following safeguarding concerns the young person has been subjected to. Neither the manager or staff reported the incidents to the police or other safeguarding professionals, which

would potentially have helped to keep the young person safe and bring the perpetrators to justice. Furthermore, the young person's risk assessment was not updated in response to the incidents. This inaction fails to ensure that risks are managed consistently by staff and that appropriate support is in place to help to keep the young person safe.

The risk level for child sexual exploitation (CSE) for the young person has been assessed by the home's staff as having reduced from being high to low risk. However, the manager and staff have failed to link safeguarding incidents and the high number of missing from home episodes for the young person to possible risk of exposure to CSE. Consequently, the risks in relation to CSE for the young person have not been suitably assessed and the risk assessment does not keep the young person safe from CSE.

The number of times the young person has been missing from home has significantly increased. The manager and staff do not always know where the young person is or who she is with. However, the staff do all that they can to try to locate the young person and encourage her quick and safe return home. The manager has escalated her concern to the local authority about the young person not having an independent return home interview after each time that she has been missing.

The manager and staff have completed room searches of the young person's bedroom, when necessary, to help to keep her safe from the risks associated with self-harm or being missing from the home. However, on one occasion a room search record was not completed. This means that the manager was unable to review the details and reason for the intervention to assess whether they felt it was appropriate.

The home's location review does not include all known risks in the community. It fails to include or consider information relating to safeguarding incidents that have occurred in the community. Consequently, this does not help and protect the young person.

Regular fire drills are completed at the home. However, records do not demonstrate that these take place at various times of the day or night. The last five fire drills have been completed by the same member of staff and the young person does not appear to have been present or involved. Furthermore, a new member of staff has not been involved in a fire drill. This does not ensure that all staff and the young person can respond appropriately in the event of a fire at the home.

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

The registered manager is suitably qualified and has the experience to undertake her role. However, she has not taken suitable action in response to safeguarding incidents or the lack of progress the young person has made.

The monitoring and review systems at the home have failed to identify the shortfalls found at this inspection. The external monthly monitoring does not include regular consultation with the young person, her family or professionals despite this being raised with the independent visitor. Furthermore, the reports from the visits do not always

demonstrate a rigorous assessment of the home's arrangements for safeguarding and promoting the welfare of the young person.

Staff feel valued and supported by the registered manager and each other. They benefit from regular training and development opportunities to enhance their knowledge and skills. Regular team meetings take place at which staff can discuss the young person's needs and share information, including research and guidance on good practice.

Staff supervision does not always take place as regularly as it should. Also, the record of supervision does not always reflect how the manager has responded to matters raised by staff during supervision. However, staff supervision allows staff to reflect on their practice and the needs of the young person.

The manager and staff work collaboratively with professionals and challenge them when it is felt that they are not doing all that they can to improve outcomes for the young person. However, the collaborative working and challenge have been ineffective, as the young person's needs are not being met well and progress for her is limited.

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: SC386810

Provision sub-type: Children's home

Registered provider: Crossway Services Limited

Registered provider address: Rouse House, 2 Wyther Lane, Leeds LS5 3BT

Responsible individual: Amanda Quinn

Registered manager: Kathleen Mitchell

Inspector

Lisa Mulcahy, social care inspector

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