

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 has been registered with Ofsted since 2007.

Inspection dates: 28 to 29 May 2019

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 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: 11 September 2018

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
11/09/2018	Full	Requires improvement to be good
17/05/2017	Full	Good
05/01/2017	Interim	Sustained effectiveness
28/04/2016	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(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 health and well-being standard is that the health and well-being of children are met; children receive advice, services and support in relation to their health and well-being. (Regulation 10(1)(a)(b))	05/07/2019
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; 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)(d))	05/07/2019
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 staff have the experience, qualifications and skills to meet the needs of each child; 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)(h))	05/07/2019
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. (Regulation 40(4)(a))	05/07/2019

Recommendations

- 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)
- Appropriate forms of contact should be promoted and facilitated for each child. ('Guide to the children's homes regulations including the quality standards', page 58, paragraph 11.18)

Inspection judgements

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

The young person's progress and life experiences are significantly compromised by her frequent risk-taking behaviour and her unwillingness to engage with her care plan and staff.

Despite the staff's encouragement and support, the young person is not attending education and has missed a number of her GCSE examinations. Consequently, her future learning, training and employment opportunities may be affected.

Although staff have succeeded in persuading the young person to attend some medical appointments, for example the dentist and opticians, some important aspects of supporting young people with particular matters, such as their sexual health and well-being, are not being successfully promoted. Staff do not have access to up-to-date health plans that identify effective strategies to inform their practice.

The team provides the young person with a welcoming home and nurturing care. However, the young person is reluctant to engage with staff, and spends a considerable amount of time away from the home and the staff's care. Consequently, the team is struggling to foster trusting relationships with the young person, which undermines the staff's ability to positively influence the young person's behaviour.

Arrangements for the young person to meet up with her family and friends are not clear or safely planned. For example, the young person was regularly visiting a parent's home prior to the local authority's completion of a risk assessment.

Staff employ a positive approach to behaviour management. Their ethos is to encourage positive behaviour through constant praise, rewards and kindness. However, not all measures of control, such as the supervision of spending monies, are recorded appropriately. The monitoring of the effectiveness and suitability of behaviour management strategies can be strengthened.

Staff make sure that young people move into and on from the home in a planned and supportive way. Young people benefit from having the opportunity to visit the home, meet the team and be involved in the design and decoration of their bedrooms before they move in. This helps them to feel valued and wanted.

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

Despite the staff's enthusiasm for developing trusting relationships with the young person, her reluctance to spend time with staff is preventing this. Staff are unable to positively influence her behaviour, help her to understand risk and keep her safe.

The assessment of risk and risk management strategies are weak. Some risks which have been identified in the young person's referral and placement plan have not been assessed, for example her use of social media. Consequently, the young person's safety on social media is left unchecked.

Although staff follow safeguarding procedures rigorously when the young person goes missing from home, strategies for monitoring the young person when she is out of the home for long periods of time are not robust. Staff depend too heavily on monitoring the young person's safety through contacting her on her mobile phone. Staff are often uncertain of her whereabouts and safety when she is out in the community.

Largely, the home is well maintained. A recent fire assessment of the home identified that the home required an additional fire exit on the first floor. Although the manager is arranging for this work to be completed, at the time of the inspection this work remained outstanding.

Additionally, the home's annual gas safety check had not been carried out within the required timescale. This reflects weaknesses in the ability of the home's health and safety monitoring to ensure that the home continues to be a safe environment.

The registered manager has not informed Ofsted of potential child exploitation concerns as required. This has prevented the service regulator from monitoring the team's safeguarding practice when serious concerns arise.

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

A suitably qualified and experienced registered manager leads the home. She is supported by a newly appointed deputy manager.

The team members feel supported and they benefit from having regular supervision, team meetings and daily handovers. However, not all staff have benefited from having training on specific safeguarding matters that are relevant to the young person's needs, for example criminal exploitation and county lines. Additionally, the system for recording

and monitoring the staff's training can be improved to enable a clear overview of the team's learning and development needs.

There is evidence of collaborative working with other professionals involved in the young person's care. In the main, the feedback from professionals is positive, praising the staff's commitment to young people and their professionalism.

The manager's monitoring and review systems are not sufficiently robust. For example, shortfalls in risk assessments are not being identified and promptly addressed. The manager has not taken sufficient action to address the shortfalls raised at the last inspection. This has resulted in two requirements and one recommendation being repeated at this inspection.

The independent monitoring of the service has improved. The independent visitor is now seeking the views of the young person and external professionals more regularly. This is helping the independent visitor to assess and evaluate with greater rigour the quality of care and protection provided for young people.

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

Marina Tully: 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 2019