

Children's homes - interim inspection

Inspection date	09/02/2016
Unique reference number	SC402385
Type of inspection	Interim
Provision subtype	Children's home
Registered manager	Vacant
Inspector	Sue Young

Inspection date	09/02/2016
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection	
This home was judged Good at the full inspection. At this interim inspection Ofsted judge that it has declined in effectiveness.	
The home has had an unsettled time since the last inspection in July 2015. There has been instability in the management of the home which has contributed to a decline in its effectiveness. Since the last inspection there have been periods when the registered manager has been absent from the home. The organisation's independent quality assurance processes identified that staff did not always feel supported during these periods, especially when young people were presenting particularly challenging behaviour. The registered manager resigned his registration with effect from 31st December 2015 but has not been in day to day management of the home since October 2015. The home was managed for a short period by a newly appointed manager who resigned after three weeks in post. Following this, two registered managers, from other homes owned by the organisation, have provided management cover. This has not provided staff or young people with the necessary support and consistency of management needed to help young people aspire to fulfil their potential and promote their welfare. During this period there has been considerable movement of staff between the organisation's homes. This can lead to inconsistency when working with young people. Since January 2016 this has improved. The home is fully staffed and a new staffing structure has been introduced. All staff have obtained or are now enrolled on the Level 3 Diploma for Residential Childcare. A rolling programme of training been developed to improve staff awareness and management of the complex behaviours exhibited by the young people in the home. Although there has been progress for young people in some aspects of their development, young people are not achieving good outcomes. For instance, one young person was moved on from the home following a decline in his behaviour resulting in increasing incidents of aggression and anti-social behaviour. Two young people are not having their educational needs met as they are refusing to engage in education. One young people is refusing to engage in any meaningful	

work with staff around education or independence. Staff work closely with school and other professionals to try to offer alternative education opportunities but have had little success. Relationships with staff have declined. Staff are trying to work with young people but are struggling to build effective relationships to be able to engage with them and obtain their views, wishes and feelings in relation to matters regarding their care.

Young people's records are not adequately completed. One impact assessment did not accurately reflect the young person's behaviours or areas of concern at the point of his admission into the home. As a result, this did not adequately safeguard the other young people living in the home.

Young people continue to go missing from the home. There have been two instances where young people have been missing for a significant periods of time. Staff act appropriately to safeguard young people when they do go missing. They are swift to contact to police and try to remain in contact with young people as much as possible while they are missing to ensure their safety. However, return home interviews by independent people are not always taking place within timescales laid down in police and local authority protocol.

Improvements have been made to the physical appearance of the home and a new kitchen has been installed. However, the home environment does not fully meet young people's needs. For instance, a young person's external door on her bedroom is ill fitting and does not provide her with warmth and a feeling of security.

Homes records are not being adequately completed. For example staff rotas are confusing and do not demonstrate the staffing levels required. The admissions and discharge book is not fully completed as there are gaps relating to the date of departure and address where young people move on to from the home.

Gaps in the completion of young people and homes records call into question the robustness of management monitoring and is reflective of the recent changes in the management of the home. This has been recognised by senior managers and new systems have recently been introduced to audit and monitor the quality of care being provided to young people. The six monthly evaluative report into the effectiveness of care being provided to young people is overdue and is in the process of being completed.

There have been two complaints since the last inspection from members of the public outside of the home. Both these complaints were investigated and acted upon appropriately.

Three requirements and three recommendations were made at the full inspection on 22 July 2015. These have not been fully met. Young people views wishes and feeling are not being obtained in relation to matters regarding their care. The young people's guide has not been amended to inform young people of how to

contact the Office of the Children's Commissioner for advice and assistance and there are still no clear lines of accountability when the manager is absent.

Information about this children's home

The home accommodates up to five young people who have emotional and behavioural difficulties. It is run by a private company.

The home's Statement of Purpose indicates that the age range will be between 14 and 19 years of age.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/07/2015	CH - Full	Good
18/02/2015	CH - Interim	Sustained effectiveness
25/09/2014	CH - Full	Adequate
23/01/2014	CH - Interim	Good progress

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

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 (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*. The registered person(s) must comply with the given timescales.

Requirement	Due date
6 The quality and purpose of care standard In order to meet the quality and purpose of care standard the registered person must ensure that staff:- (c) ensure the premises used for the purpose of the home are designed and furnished so as to- (i) meet the needs of each child.	04/03/2016
7: The children's views, wishes and feelings standard In order to meet the children's views, wishes and feelings standard the registered person must ensure that staff:- (1) (a) develop positive relationships with them (b) engage with them; and (c) take their views, wishes and feelings into account in relation to matters children's care and welfare and their lives.	04/03/2016
8. The education standard In order to meet the education standard, the registered person must ensure that staff - (2)(a)(x) help each child to attend education or training in accordance with the expectations in the child's relevant plans.	04/02/2016
12. The protection of children standard In order to meet the protection of children standard, the registered person must ensure that staff – (2)(a)(i) assess whether each child is at risk, taking into account information in the child's relevant plans. This refers to impact assessments conducted prior to a child entering the home.	04/02/2016

13: The leadership and management standard In order to meet the leadership and management standard the registered person must ensure that staff:- (2) (f) 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 the care provided in the home. (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home. This refers to the six monthly evaluation into the quality of care provided to young people.	04/02/2016
37: The registered person must ensure records in respect to children's homes include: 1. A record in the form of a register showing in respect of each child- (b) the date on which the child ceases to be accommodated in the home; (d) the child's address on leaving the home. 3. A copy of the staff duty roster of persons working at the home, and a record of the actual hours worked. (Regulation 37 Schedule 4)	04/02/2016

Recommendations

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

- Ensure that young people are informed of how to contact the Office of the Children's Commissioner for advice and assistance about their rights and entitlements (The Guide to the Quality Standards, page 23, paragraph 4.19)
- Ensure the each young person has an opportunity to have an independent return home interview in line with police and local authority protocols (The Guide to the Quality Standards, page 45, paragraph 9.30)
- Ensure there are clear lines of accountability when the manager is absent. (The Guide to the Quality Standards, page 54, paragraph 10.20)

What the inspection judgements mean

At the interim inspection 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

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

This 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 Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

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