

SC452713

Registered provider: Greenfields Adolescent Development Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

A private national company operates this home. It is registered to provide care and accommodation for up to three children who may have emotional and/or behavioural difficulties.

Inspection date: 7 and 20 March 2018

Judgement at last inspection: requires improvement to be good

Date of last inspection: 23 August 2017

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 requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

The home has been without a registered manager since the registered manager left in December 2017. Children did not live at the home until a new manager was appointed in January 2018. The new manager has submitted her application to register with Ofsted.

Since the previous inspection, a number of staff have left the home. Leaders and managers said that the recruitment of new staff is taking place. At the time of this inspection, approximately 50% of the staff working at the home are staff that usually work at another home in the organisation. Leaders and managers said that another member of staff from the 'core team' is due to leave and the supporting staff will be returning to the other home as new staff are recruited. Because of this, children are not receiving consistent care and support from a stable staff team and could be prevented from developing meaningful relationships with staff.

Records that demonstrate how well children are helped to move into, and subsequently on from, this home are poor. These records are either not completed, not completed in full and/or not kept on the children's files stored at the home. In addition, leaders and managers failed to ensure that a risk assessment was completed in full, to demonstrate that the needs of two children who recently moved into the home were well matched and could be met by the current staff team. The inspector identified that not all staff members have received the training they require to meet the children needs. Senior leaders state that staff induction training includes self-harm, child sexual exploitation and harmful sexual behaviour. However, during the inspection, the head of service stated that staff are due to complete more training in this area; but a date for this training was not yet confirmed. All staff have received training in the homes preferred method of de-escalation and physical intervention.

Prior to the appointment of the current manager, the previous registered manager referred a safeguarding concern about a member of staff to the designated officer and informed Ofsted. This referral did not meet the designated officer's threshold. Leaders and managers informed the inspector that they had been directed by the provider's safeguarding lead to investigate this safeguarding concern internally. However, leaders and managers cannot demonstrate that this investigation took place. Leaders and managers have failed to ensure that detailed child protection records are maintained in the home.

Since the previous inspection, on one occasion staff used restraint to remove, or attempt to remove an electrical item from a child. This action is not permitted under the children's homes regulations (2015) as the child was not causing significant harm to themselves or others.

On four occasions, staff have restrained a child on the ground when the child has placed themselves and others at significant risk of harm. However, some records in relation to the use of restraint do not clearly demonstrate that staff used alternative techniques before they used these higher level interventions. The child's behaviour support plan does not document why restraining him on the ground is the best approach in supporting him to manage his emotions and feelings, nor is there a plan to reduce the use of ground restraints.

The manager has evaluated the use of restraints, sought the views of the child and spoken with staff about the incidents. However, the monitoring of the use of restraint is weak. On one occasion, the manager reviewed an incident where she was involved in helping staff to restrain a child on the ground. Senior managers did not identify this lack of independent review until it was pointed out by the inspector.

The records relating to the safer recruitment of new staff require improvement. Senior leaders do not record how they determine that new staff are suitable to work in the home when concerns are identified on their application forms.

A previous requirement relating to undertaking a six-monthly review of the quality of

care has been continued at this inspection because the time for completion was not met.

Staff have not received supervision since the children moved into the home. Therefore, matters relating to the children's needs have not been discussed at these meetings. In addition, supervision records do not demonstrate that staff reflect on their practice.

Most parts of the home are well maintained and comfortable. However, during the inspection one child's bedroom was found to be extremely untidy, curtains had been removed from the window and some bedroom furniture was damaged. In addition, food from the previous night's meal remained in the child's bedroom. Staff had not taken enough action to help the child to keep a well-ordered and clean room.

Children told the inspectors that they like living at the home and they like the staff members. They said that they get on well with the manager, that they feel safe, can speak to staff and that staff listen to them. They thoroughly enjoy the activities; one child is a keen footballer and part of a local youth team. Both children are attending full-time education.

The manager and staff work well with the children's placing authorities. Social workers report that they receive up-to-date communication about events at the home, and one is particularly pleased to hear staff speak so positively about their child. Social workers said that they are pleased with the children's initial progress.

One child is having difficulty in stopping smoking and this may be having a negative effect on his emotional well-being. Although staff took the child to the doctor, it is unclear what the outcome of this visit was and how the child is being supported to stop smoking.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
23/08/2017	Full	Requires improvement to be good
24/01/2017	Interim	Declined in effectiveness
05/09/2016	Full	Requires improvement
31/05/2016	Full	Inadequate

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
12: The protection of children standard (1) The protection of children standard is that children are protected from harm and enabled to keep themselves safe. (2) In particular, the standard in paragraph (1) requires the registered person to ensure— (a) that staff— (vi) take effective action whenever there is a serious concern about a child's welfare; and (vii) are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12(1)(2)(a)(vi)(vii)) In particular, ensure that records detailing the action leaders and managers take to investigate safeguarding concerns are well maintained and stored in the home.	20 April 2018
13: The leadership and management standard The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home. (2) In particular, the standard in paragraph (1) requires the registered person to— (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 care provided in the home; In particular, thoroughly scrutinise records in relation to the use of restraint to look for triggers and trends and develop an action plan to reduce the use of ground holds. (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home. In particular, ensure that the manager does not review her own practice when involved in the use of restraint and this review is carried out by another suitable person. (Regulation 13(2)(f)(h))	20 April 2018
14: The care planning standard	20 April 2018

In order to meet the care planning standard the registered persons must ensure that children— (1)(b) have a positive experience of arriving at or moving on from the home; In particular, ensure that records are kept in the home to demonstrate how children are provided with a positive experience of arriving at or moving on from the home. (2)(a) ensure that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose. In particular, ensure that records are kept in the home to demonstrate that an effective admissions and discharge procedure has been followed and that an impact risk assessment, to demonstrate children's needs are compatible and can be met in the home, is completed in full. (Regulation 14(1)(a)(b)(2)(a))	
20: Restraint and deprivation of liberty (1) Restraint in relation to a child is only permitted for the purpose of preventing — (a) injury to any person (including the child); (b) serious damage to the property of any person (including the child). (Regulation 20(1)(a)(b))	20 April 2018
31 Staffing of children's homes The registered person must ensure that the employment of any person on a temporary basis at the children's home does not prevent children receiving such continuity of care as is reasonable to meet their needs. (Regulation 31 (1))	20 April 2018
32: Fitness of workers (1) The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. (2) The registered person may only— (a) employ an individual to work at the children's home; or (b) if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3). (3) The requirements are that—	20 April 2018

(a) the individual is of integrity and good character; (b) the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; (c) the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and (d) full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.	
33 Employment of staff The registered person must ensure that all employees— undertake appropriate continuing professional development; In particular, all staff working at the home receive training in supporting children whoself-harm, understanding child sexual exploitation and understanding harmful sexual behaviour. receive practice related supervision by a person with appropriate experience. (Regulation 33(4)(a)(b))	20 April 2018
45: Review of quality of care The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. (Regulation 45(2)(b)(c))	20 April 2018

Recommendations

- Ensure that children are provided with appropriate furniture, such as a lockable cabinet or drawers to store personal items, including any personal information. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9) In particular, ensure that damaged bedroom furniture is replaced, curtains are fixed to windows, and children are helped by staff to keep their rooms clean and tidy.

- Ensure that staff continue to encourage and assist children to take a proactive role in looking after their day-to-day health and well-being. ('Guide to the children's homes regulations including the quality standards', page 34, paragraph 7.10) In particular, assist children to cease smoking and provide the child with support in relation to this.

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.

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.

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: SC452713

Provision sub-type: Children's home

Registered provider: Greenfields Adolescent Development Limited

Registered provider address: Caretech Community Service Ltd, Metropolitan House, 3 Darkes Lane, Potters Bar, Hertfordshire EN6 1AG

Responsible individual: Robert Hewston

Registered manager: Post vacant

Inspector(s)

Guy Mammatt, social care inspector

David Kidner, social care inspector

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