

Children's homes inspection - Full

Inspection date	29/07/2015
Unique reference number	SC375540
Type of inspection	Full
Provision subtype	Children's home
Registered person	Rotherham Metropolitan Borough Council
Registered person address	Riverside House, Main Street, ROTHERHAM, South Yorkshire, S60 1AE

Responsible individual	Jane Parfremment
Registered manager	Karen Kennedy
Inspector	Jamie Richardson

Inspection date	29/07/2015
Previous inspection judgement	Inadequate
Enforcement action since last inspection	A compliance notice was issued at the last inspection
This inspection	
The overall experiences and progress of children and young people living in the home are	Inadequate
There are serious and widespread failures that mean children and young people are not fully protected and their welfare is not promoted. Their care and experiences are poor.	
how well children and young people are helped and protected	Inadequate
the impact and effectiveness of leaders and managers	Inadequate

SC375540

Summary of findings

The children's home provision is inadequate because:

- A compliance notice set at the last inspection to ensure young people are safe has not been fully met. Risk assessments do not reflect young people's current risks. Ineffective communication of information to safeguard young people and others remains.
- Four out of ten requirements set at the last inspection have not been met, remaining shortfalls include:
 1. Unsatisfactory recording of significant incidents and poor clarity of information.
 2. Some staff have negative relationships with young people.
 3. Lack of engagement with young people resulting in their wishes and feeling not being ascertained.
 4. Poor care planning and evaluation resulting in some young people's basic care need not being addressed.
- Some staff lack qualifications which do not reflect information contained in the Statement of Purpose.
- Not all staff are following safeguarding procedures such as whistle blowing to protect young people.

The children's home strengths

- The acting manager of this home continues to work tirelessly to improve this setting. He has been able to address some shortfalls in a limited space of time. However he remains without any middle management support which limits the progress he can make in isolation, given the challenges this home presents.

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
<p>7: The children's views, wishes and feelings standard</p> <p>In order to meet the children's views, wishes and feelings standard the registered person must–</p> <p>(1) ensure that children receive care from staff who–</p> <p>(a) develop positive relationships with them;</p> <p>(b) engage with them; and</p> <p>(c) take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives.</p>	21/09/2015
<p>12: The protection of children standard</p> <p>In order to meet the protection of children standard the registered person must–</p> <p>(2) (a) ensure that staff–</p> <p>(i) 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 child.</p> <p>Specifically ensuring that young people's risk assessments are up-to-date. Staff are evaluating risky situations such as young people obtaining knives and slashing furnishings and waving them at other people.</p>	21/09/2015
<p>12: The protection of children standard</p> <p>In order to meet the protection of children standard the registered person must–</p> <p>(2) (a) ensure that staff–</p> <p>(vi) take effective action whenever there is a serious concern about a child's welfare; and</p>	21/09/2015

<p>(vii) are familiar with, and act in accordance with, the home's child protection policies.</p> <p>This is in relation to staff reporting any concerns about a child and following safeguarding procedures such as whistle blowing.</p>	
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person must–</p> <p>(2) (a) 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.</p>	21/09/2015
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person must–</p> <p>(2) (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home. Specifically ensure consistency and clarity in the recording of risk assessments and significant incidents.</p>	21/09/2015
<p>13: The leadership and management Standard</p> <p>In order to meet the leadership and management standard the registered person must–</p> <p>(2) (b) ensure that staff work as a team where appropriate. Specifically in relation to ensuring all are working consistently together in the best interests of young people. Any negative staff relationship with each other and young people should be addressed.</p>	21/09/2015
<p>The Registered Person must recruit staff using recruitment procedures that are designed to ensure children safety.</p> <p>(2) The registered person may only –</p> <p>(a) employ an individual to work at the children's home, if the individual satisfies the requirements in paragraph (3).</p> <p>(3) The requirements are that–</p> <p>(b) the individual has the appropriate experience, qualifications and skills for the work that the individual is to perform.</p> <p>(Regulation 32 (1) (2)(a) & (3)(b))</p>	21/09/2015

Full report

Information about this children's home

The children's home is run by a local authority. It is registered to accommodate up to six young people of either gender. The home provides care and accommodation to young people with emotional or behavioural difficulties on a long-term basis.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
09/06/2015	Full	Inadequate
17/02/2015	Interim	Declined in effectiveness
23/09/2014	Full	Adequate
11/02/2014	Interim	Inadequate Progress

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Inadequate
<p>Despite efforts to improve the quality of care planning, a number of serious shortfalls remain. Some young people's needs have not been successfully addressed and their progress has not been effectively evaluated. Consequently some young people have not made progress with tasks such as self-care. This has caused others to comment how they look and smell. As a result young people's basic care needs are not being met or helping them preparing for independence. Their social relationships and self-esteem are likely to be effected.</p> <p>At the last inspection a requirement was raised to ensure young people do not smoke in bedrooms. This has been achieved. Overall efforts to help young people to stop smoking have been unsuccessful. They continue to smoke outside the home and litter the grounds with cigarette ends. Staff efforts to encourage good health have had little impact. Some young people continue to use substances and fail to attend much needed medical appointments.</p> <p>Young people can now move freely around this home at all times of day. No doors are locked. The requirement made for this has been met. The addition of waking night staff ensures that young people are safe. Staff report, 'It's easier to relax. We are sleeping better and now we can work with young people better.' There is no permanent waking night staff and therefore they are not always known to young people. Young people do not like this and one young person reported, 'Waking night staff, I don't even know them. They just sit up in my home all night.'</p> <p>A requirement was made at last inspection to reduce the number of times police are called to the home to manage young people's behaviour. This has been met. However consistent behaviour management strategies are still not fully embedded. The staff team do not always work together and still have varying views on consequences for young people. As a result young people experience different approaches and attitude towards them and their behaviours. This makes them feel that not everyone is treated equal.</p> <p>More meaningful activities for young people are now on offer. Two out of three young people have enjoyed a summer holiday. One young person travelled abroad for the first time and one young person reported, 'We went on holiday to the log cabin. I liked it in the hot tub.'</p>	

	Judgement grade
How well children and young people are helped and protected	Inadequate
<p>Verbal communication between some staff and management is weak. As a result vital information regarding young people's behaviours and risks are missed. This leaves not only the individual vulnerable, other young people and staff are exposed to potential harm because risks remain unaddressed.</p> <p>Recording of behavioural incidents are poor. Risk assessments are not updated and do not reflect young people's present risks. Consequently management knowledge and oversight about what has happened is limited. The requirement to improve this area of practice has not been met.</p> <p>Not all young people and staff enjoy positive relationships. One young person commented to the independent visitor, 'I am okay but angry sometimes as staff do not listen to me when I ask for things.' Varying care approaches from staff has significant impact for individuals. They feel they are treated differently to others. One young person reported, feeling they are refused requests or need to ask several times. Consequently some young people choose not to engage with staff and have chosen not to go on holiday with them. The requirement set around young people's wishes and feelings has not been met.</p> <p>Safeguarding procedures are not being put into practice. Staff are not taking effective action when they have a concern about a young person's welfare. Consequently young people remain fully unprotected. This was immediately addressed during inspection with the Senior Manager. The lack of safeguarding is not fulfilling the Statement of Purpose which states, 'Young people have the right to stay safe and protected from harm and neglect the manager and staff will ensure this.'</p> <p>Young people continue to go missing from this home. Some young people's missing episodes have recently increased. The evaluation of these incidents is insufficient. As a result the possible reason why this is happening remains unknown. This leaves young people exposed to on-going risks such as substance and alcohol misuse. There is no current evidence of child sexual exploitation.</p>	

	Judgement grade
The impact and effectiveness of leaders and managers	Inadequate
<p>The acting manager of this home is suitably qualified and experienced to undertake this role. He is fully aware of the weakness in this setting. He is dynamic and committed to ensuring issues are addressed at the root. However there is no deputy or middle management to support him. Consequently progress is limited because issues are widespread.</p> <p>Despite management efforts to strengthen relationships between young people and staff, problems remain. Relationships between some staff are still negative, despite management efforts to address this. Some staff feel others have a different role to them. Some staff are in positions which they do not hold the qualification to fulfil the role. Some staff do not have basic qualifications and are not up to date with some communication systems which are vital to the running of this home. This affects the relationship within the staff team and the overall functioning of the home.</p> <p>The Statement of Purpose is not fulfilling its commitment to young people in this home. It is not currently 'Meeting individual need and improving outcomes for young people whatever it takes.'</p> <p>A requirement set at last inspection to ensure staff are trained to meet individual needs has been met. All staff have now undertaken training around self-harm and ligature risks. Staff have now received up to date training around the use of substances to be able to support individuals.</p> <p>Multi-agency working is improving. One professional commented, 'The new manager has given it a new lease of life. He's keen to know about what's going on in the consultations and is driven by it. I have noticed some staff have been seeking support and advice. Some are accessing the service more. There are still odd staff that are struggling to engage.'</p> <p>Effective supervision is lifting some staff confidence and morale. One member of staff commented, 'When I was coming into work it was like going back 20 years in care work practice and now its brilliant we are heading back the right way. I love coming to work. It's exciting now.' Another member of staff commented, 'Supervision is brilliant now. My supervision needs have not been met here before, now they have. Supervision and the quality is excellent.'</p>	

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

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 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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