

Children's homes – Interim inspection

Inspection date	02/02/2017
Unique reference number	SC458021
Type of inspection	Interim
Provision subtype	Children's home
Registered manager	Kirstianne Pierce
Inspector	Matt Hedges

Inspection date	02/02/2017
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
<p>The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection</p> <p>This home was judged good at the full inspection. At this interim inspection, Ofsted judges that it has declined in effectiveness.</p> <p>Since the last inspection, staff have not helped young people to make adequate progress in some areas. For example, young people's attendance and engagement in education have decreased. One young person has left their college course and another young person's attendance is 54%. On some occasions, staff do not take sufficient steps to motivate young people or to help them attend college. For example, in one instance, staff did not make sure that a young person was awake in time for their bus. When the young person did get up, they waited several hours before leaving the house. Consequently, they missed the majority of their lessons that day. This affects young people's academic and social progress and does not allow them to fulfil their potential. Another young person is spending an increasing amount of time away from the home. Although she has no complaints about the care that she receives, this affects the quality of her relationships with staff, the support she can access, and subsequently, the progress she can make.</p> <p>The registered manager's monitoring systems are not always effective. In addition, the manager's quality of care review was delayed by several months. This means that much of the information is outdated. Furthermore, the review does not adequately ascertain or consider the opinions of young people their parents, placing authorities and staff. Consequently, the registered manager's oversight in some areas is poor. This reduces her ability to assess young people's progress or the impact that the quality of care provided in the home is having on their experiences.</p> <p>The registered manager has failed to resolve six of the 11 shortfalls identified at the last inspection adequately. This includes aspects of management monitoring. In addition, supervision and training records continue to lack detail. Although staff talk positively about the support that they receive, these records do not evidence that the registered manager delivers this support in line with regulation. In addition, some records continue to lack clarity. For example, on one occasion information had been crossed out, making it difficult to read.</p> <p>The previous inspection report highlighted that medication records 'are confusing and do not clearly show the most recent medical advice – which often contradicts</p>	

with the prescription label. In addition, staff are unaware of the impact that refusing medication may have for some young people.’ This inspection found that the registered manager has not tackled this shortfall. Although staff are aware of young people’s medical needs, this continuing shortfall increases the risk that an error could be made.

A requirement was made to resolve some conflicting health and safety advice. Specifically, the registered manager was unclear whether the home’s fire doors needed to be replaced. Senior managers have taken steps to investigate this issue. Work is now scheduled to replace the doors in line with the service’s own fire safety policy. The delay in completing this work is significant. However, other safeguards, including regular checks of the property, regular fire drills, appropriate training for staff, and the fact that the work is due to be completed within the next month, all help to limit the impact of this issue.

The registered manager’s failure to act on these shortfalls, and the additional concerns highlighted above, have affected the quality of care that young people receive. It also affects the progress that the service can make. However, the registered manager and senior managers have identified the need to make improvements. They are planning to implement a number of changes, including new monitoring processes.

The registered manager has made some improvements in response to other concerns highlighted at the previous inspection. Most notably, there are clearer processes in place should serious incidents occur. This helps staff to understand the expectations that managers have and helps staff to keep young people safe. In addition, the registered manager has improved recruitment processes for new staff.

Significant incidents continue to be rare. Young people do not go missing, and there is no use of physical restraint. Concerns in some areas, including times when young people may harm themselves, are reducing. Staff generally manage negative behaviour well. However, at times, sanctions are imposed in response to these behaviours. Staff do not evaluate the effectiveness and any consequences of the use of these measures. As a result, they do not always reflect on whether a different approach would be more beneficial.

The registered manager and staff continue to have good relationships with a wide range of other agencies. Since the last inspection, improvements are also evident in the quality of the relationships between staff and young people’s families. This has had a positive impact on the relationships between young people and their families.

Information about this children's home

The home provides care and accommodation for up to two children who have emotional and/or behavioural difficulties. The home is operated by a local authority, which only supports young people from its area.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
26/10/2016	Full	Good
23/03/2016	Interim	Improved effectiveness
06/01/2016	Full	Requires improvement
24/03/2015	Interim	Improved effectiveness

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 within the given timescales.

Requirement	Due date
<p>6. The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard, with particular reference to health and safety advice, the registered person must:</p> <p>(c)(i) ensure that the premises used for the purposes of the home are designed and furnished so as to meet the needs of each child.</p>	17/03/2017
<p>8. The education standard</p> <p>In order to meet the education standard, the registered person must ensure that:</p> <p>(1) children make measurable progress towards achieving their educational potential and are helped to do so.</p>	17/03/2017
<p>13. The leadership and management standard</p> <p>In order to meet the leadership and management standard, with particular reference to monitoring, the registered person must:</p> <p>(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 care provided in the home.</p>	17/03/2017
The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home. (Regulation 23(1))	17/03/2017
The registered person must ensure that within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes the effectiveness and any consequences of the use of the measure. (Regulation 35(3)(a)(vii))	17/03/2017

The registered person must complete a review of the quality of care provided for children ('a quality of care review') at least once every six months. The system referred to must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45(1)(5))	17/03/2017
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Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Ensure that the workforce plan is updated to include any new training and qualifications completed by staff while working at the home, and used to record the ongoing training and continuing professional development needs of staff – including the home's manager. ('Guide to the children's homes regulations including the quality standards', page 53, paragraph 10.8)
- Ensure that a record of supervision is kept for staff, including the manager. The record should provide evidence that supervision is being delivered in line with regulation. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.3)
- Ensure that staff understand the importance of careful, clear recording. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)

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 that 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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