

Children's homes – Interim inspection

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| Inspection date | 28/02/2017 |
| Unique reference number | SC046276 |
| Type of inspection | Interim |
| Provision subtype | Secure unit |
| Registered manager | Darren Beattie |
| Inspector | Sharron Escott |

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|---|-------------------|
| Inspection date | 28/02/2017 |
| 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 sustained effectiveness.</p> <p>At the previous inspection in September 2016, four requirements and four recommendations were raised. The registered manager has demonstrated commitment to improve the quality of care provided to young people. He has successfully addressed three out of the four requirements raised. One recommendation related to the provision and delivery of education services and support. This will be assessed at the next full inspection of the home. Of the three remaining recommendations, none has been met and they have been reinstated in this report.</p> <p>The leadership and management requirement raised at the previous inspection has not been fully met. This is as a result of staff shortages that have, on occasions, been extensive. In response, the manager has successfully recruited 16 new staff who are due to commence a two-week induction. However, during this period of time the management team has relied on using bank and agency staff to meet the home's staffing requirements. As a result, young people have been looked after by staff who do not all have the experience and skills to meet their complex needs.</p> <p>The requirement relating to ensuring that regular checks of the environment are undertaken has been fully met. Staff are now responsible for undertaking daily visual checks of the unit and outside areas. In addition, weekly audits of the environment are completed. Another requirement related to the record of complaints. The registered manager now ensures that all complaint records include the action taken in response to the complaint, as well as the outcomes of all investigations.</p> <p>Although progress has been made to deal with the remaining three recommendations, they have not yet been fully met. The records relating to bullying do not consistently and comprehensively detail all of the actions taken by staff to address and prevent bullying. In a small number of cases, the safeguarding lead has not effectively implemented the home's safeguarding policy. There has been some improvement in the frequency and quality of formal supervision for staff. Staff spoken to during the inspection confirm that they feel well supported by the management team. They said that supervisions are purposeful and helpful, as</p> | |

are the weekly team meetings. However, records show that not all night staff are provided with regular formal supervision. Recommendations relating to these matters have been reinstated in this report.

The quality of the safeguarding records has improved; most are now comprehensive and well-organised. However, a small number of safeguarding records lack clarity about the actions that have been taken as well as a suitable evaluation and outcome. On one occasion, senior managers reviewed the close-circuit television (CCTV) footage following an allegation made by a young person, prior to consulting with the designated officer.

Since the previous inspection, 37 young people have been admitted to the home and 38 have been discharged. The transition arrangements for these young people were well planned and, in the main, successful. At this inspection it was noted that the number of young people living at the home has decreased. This is as a result of staffing vacancies and long-term sickness.

Since the previous inspection, extensive building work has commenced. This work has been managed exceptionally well, with limited impact on the young people. All staff receive a detailed briefing each morning from the facilities manager informing them of proposed works being completed that day and information about contractors visiting the site. The purpose and function of the secure unit have been maintained, and the young people have not been exposed to any unnecessary risks.

Young people's safety and security continues to be given a high priority. Staff know young people well and demonstrate a good understanding of their individual behaviours, risks and vulnerabilities. The introduction of weekly well-being and practice meetings, facilitated by managers, are benefiting staff. In addition, weekly training sessions have empowered staff, enabling them to reflect and develop their practice, skills and knowledge.

Managers and staff take young people's concerns and dissatisfaction seriously. Records show that the young people are confident to raise a complaint or concern and have done so since the previous inspection. In the main, complaints raised by the young people primarily relate to their perception of the impact of the behaviours of some young people. The registered manager responds well to all complaints and records are more informative. However, they do not consistently detail the steps taken to prevent and address issues relating to bullying. As a result, this quality standard has been reinstated.

In the main, behaviour, including physical interventions, enforced single separation and sanctions, are managed well. These interventions are generally minimal. In a small number of cases, insufficient consideration has been given to the impact that one young person's behaviour has on the other young people. For example, staff enforced the closure of the serving hatch and return of all cutlery in the dining room in response to one young person's unacceptable behaviour. Other sanctions

imposed fail to consider a restorative approach.

Despite the pressures of staff shortages, the registered manager's oversight and review of the quality of care provided have improved. The recent introduction of an electronic recording system has significantly contributed to this. This system has been successful in enabling the registered manager to have quick and easy access to all events taking place in the home. Due to the success of his monitoring, the manager anticipates introducing opportunities for social workers to access information pertaining to their child.

Young people speak warmly about their relationships with members of staff and are pleased with the progress they have made while living in this home. A young person told the inspectors that she had recently attended a review meeting and that she was pleased to hear that a new placement has been identified for her. She said that although she is looking forward to leaving, she will 'miss the staff enormously' and hopes to stay in contact with some of them.

Ongoing maintenance and refurbishment works has meant that young people's bedrooms are personalised to their taste and preferences. Young people have been actively involved in the redecoration of the communal rooms. They have selected wallpaper and colour schemes, which has resulted in a more personalised and improved living environment. As a result of the young people's contribution to improving the home, the management team has noted a reduction in damage caused within the two living units.

Information about this children's home

This secure children's home is managed by a local authority. It is approved by the Department for Education to restrict young people's liberty. Education is provided on-site in dedicated facilities. The children's home can accommodate up to 12 young people who are aged between 10 and 17 years and accommodated under section 25 of the Children Act 1989. Admission of any young person under 13 years of age requires the approval of the Secretary of State.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|-------------------------|
| 27/09/2016 | SCH – Full | Good |
| 06/10/2015 | SCH – Full | Good |
| 24/02/2015 | Interim | Sustained effectiveness |
| 23/09/2014 | Full | Adequate |

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 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 must comply within the given timescales.

| Requirement | Due date |
|---|------------|
| <p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard, the registered person must:</p> <p>(c) ensure that staff have the experience, qualifications and skills to meet the needs of each child; and</p> <p>(d) ensure that the home has sufficient staff to provide care for each child.</p> | 25/04/2017 |

Recommendations

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

- Ensure that staff maintain a written record of the steps they have taken to prevent and address bullying of children by other children, including the rationale for separating them and/or any restorative work that is completed. ('Guide to the children's homes regulations including the quality standards', page 39, paragraph 8.19)
- Ensure that the registered person reviews and implements policies for the safeguarding of children, which sets out clear procedures for referring child protection concerns. All policies should be regularly reviewed and revised where appropriate. ('Guide to the children's homes regulations including the quality standards', page 44, paragraph 9.19)
- Ensure that there is a system in place so that all staff, including the manager, receive supervision of their practice as required by the home's policy, which allows them to reflect on their role and responsibilities and practice. This is with particular reference to waking night staff. ('Guide to the children's homes regulations including the quality standards', page 61 paragraph 13.2)

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 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.

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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