

Children's homes – Interim inspection

Inspection date	13/03/2017
Unique reference number	1226266
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Kingdom Care Childrens Homes Ltd
Registered provider address	Kingdom Care Childrens Homes Ltd, 30/34 North Street, Hailsham, East Sussex BN27 1DW

Responsible individual	Amanda Pollard
Registered manager	Linda Palfrey
Inspectors	Sarah Olliver Keith Riley

Inspection date	13/03/2017
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 full inspection, the home has been unsettled, resulting in a number of significant incidents. Some young people have moved on, others have moved in and there have been changes in staffing. Some staff have reported feeling exhausted because of the extra shifts and the emotional demands experienced during this period. The recent appointment of a deputy manager and additional staff members is reducing this burden.</p> <p>One professional expressed concern about the potential impact of moving a new young person into this environment. However, managers' undertake thorough referral processes to satisfy themselves of staff's ability to meet new young people's needs. Over time, some young people learn to trust the staff's advice and develop a greater interest in learning. The home continues to forge positive relationships with local education providers, virtual school heads and placing authorities in this regard. An abundance of activities and leisure pursuits enrich young people's experiences and valuable life skills, such as earning additional money and saving, are being taught.</p> <p>Some young people have poor experiences and have suffered significant bullying. The management and staff have failed to protect these individuals. A serious bullying incident requiring police attendance occurred during the early hours of one morning when a young person was assaulted by four young people. The sleeping in staff and door alarm system failed to provide adequate protection for this young person. This incident was not notified to Ofsted, despite a previous requirement for notifications to be made. Consequently, the regulator's ability to monitor the home's practice in between inspections has been compromised.</p> <p>Despite staff intervention there have been incidents of young people play-fighting and bullying each other. This has led to injuries, police involvement, and contributed to placement breakdowns. Staff use a restorative justice approach, group meetings and individual key working sessions following such incidents. However, the young people's engagement with these processes is minimal. Consequently, managers have little impact on successfully addressing the serious</p>	

issues of play-fighting and bullying, and this leaves young people vulnerable and at continued risk of harm.

Incidents of young people being missing or absent have reduced. Following one such incident, the staff diligently followed the home's guidance and ensured the young person's safe return. Staff receive training on managing challenging behaviours and they are frequently successful at using de-escalation techniques. However, on one occasion, a staff member, working alone away from the home was directed by the registered manager to engage in a physical restraint with a young person. This action increased the risks to the staff member and the young person, who later refused to return to the home.

There is a culture of smoking in the home. Staff have tried unsuccessfully to engage young people with the smoking cessation nurse. Reactive strategies include room searches but the lack of proactive methods means that young people smoke frequently in and around the home, with limited challenge from the staff.

The registered manager has a system in place to monitor the quality of care on a regular basis. It was a requirement at the previous inspection that this includes action points to improve or maintain the quality of care provided for children. The registered manager's response to this requirement is weak. For example, references are made to incidents of bullying but the impact of these are minimised and the action plan for the next six months fails to set out a proactive strategy to address this culture.

Information about this children's home

This setting was registered in January 2016 to provide care and accommodation for up to six female young people who have emotional and/or behavioural difficulties. A private organisation runs the home. This was the first interim inspection of the home since the initial full inspection.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/09/2016	Full	Good

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.

Requirements	Due date
<p>10: The health and well-being standard</p> <p>In order to meet the health and well-being standard the registered person is required to:</p> <p>Ensure that children receive advice, services and support in relation to their health and well-being, and children are helped to lead healthy lifestyles. (Regulation 10 (1)(b)(c))</p>	10/06/17
<p>11: The positive relationships standard</p> <p>In order to meet the positive relationships standard the registered person is required to:</p> <p>Help each child to develop and practise skills to resolve conflicts positively and without harm to anyone. (Regulation 11 (2) (iv);</p> <p>Help each child to understand, in a way that is appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful. (Regulation 11 (2) (vi));</p> <p>Help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship. (Regulation 11 (2) (vii);</p> <p>De-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (2) (xi));</p> <p>Have the skills to recognise incidents or indications of bullying and how to deal with them. (Regulation 11 (2) (xiii));</p> <p>Encourage each child to build and maintain positive</p>	10/06/17

relationships with the others. (Regulation 11 (2) (b))	
<p>The registered person must notify HMCI and each other relevant person without delay if:</p> <p>An incident requiring police involvement occurs in relation to a child which the registered person considers to be serious. (Regulation 40 (4) (b))</p>	10/06/17

Recommendations

- The regulation 45 report should clearly identify any actions required for the next 6 months of delivery within the home and how those actions will be addressed. The whole review process and the resulting report should be used as a tool for continuous improvement within the home. ('Guide to the children's homes regulations including the quality standards', paragraph 15.4, page 65)

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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