

# 1245572

Registered provider: Horizon Care and Education Group Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This home is privately owned and managed. It is registered to provide care and accommodation for up to four children or young people who have emotional and/or behavioural difficulties.

**Inspection dates:** 4 October 2017

<b>Overall experiences and progress of children and young people,</b> taking into account	<b>requires improvement to be good</b>
---	--

How well children and young people are helped and protected	requires improvement to be good
---	---------------------------------

The effectiveness of leaders and managers	requires improvement to be good
---	---------------------------------

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of last inspection:** 20 June 2017

**Overall judgement at last inspection:** inadequate

## Enforcement action since last inspection:

The home has been subject to two compliance notices that were issued in relation to the leadership and management standard and the protection of children standard. These notices are met.

## Key findings from this inspection

This children's home requires improvement to be good because:

- Further training of the staff is required to ensure that they have the knowledge and skills to meet the complex needs of the young people who they intend to look after.
- The staff team has been dispersed to work in other provisions and new members of staff have been employed while the home has been empty. As a result, the staff team is not in a position to offer consistent care practice to young people.
- An interim manager is new into post and is yet to demonstrate the impact her leadership will have on the quality of care practice.
- The provider has presented information demonstrating positive progress in meeting the requirements set at the last inspection. However, the impact on the care of young people cannot be judged at this time, as none are residing in the home. The result is that a number of requirements have not been met.

The children's home's strengths:

- The staff team has taken part in enhanced training around child sexual exploitation and behaviour management. This will increase the staff's knowledge of and skills in caring for young people who have experienced severe trauma and loss.
- The new interim manager has a clear view of her priorities in terms of building the knowledge and skills of the staff team and ensuring effective communication.
- Leaders and managers have reviewed and improved systems for monitoring the care of young people, and have ensured that these are in line with the home's Statement of Purpose.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
20/06/2017	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
<p>In meeting the quality standards, the registered person must, and must ensure that staff–</p> <p>if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5(c))</p>	31/12/2017
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's homes that–</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to–</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>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; and</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1) and 13(2)(c), (f) and (h))</p> <p>Specifically, that staff continue to undertake training and professional qualification to improve gaps identified in their experience, knowledge and skills. Leaders and managers should regularly monitor and review the progress the young people are making and take steps to improve the quality of care if progress is not being made.</p>	31/12/2017
<p>The care planning standard is that children–</p>	31/12/2017

<p>receive effectively planned care in or through the children's home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that arrangements are in place to—</p> <p>manage and review the placement of each child in the home. (Regulation 14(1) and 14(2)(b)(ii))</p>	
<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to understand, in a way appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;</p> <p>help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship; and</p> <p>strive to gain each child's respect and trust. (Regulation 11(1) and 11(2)(vi), (vii) and (viii))</p>	31/12/2017
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33(4)(a))</p>	31/12/2017
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40(4)(e))</p>	31/12/2017

## Inspection judgements

**Overall experiences and progress of children and young people: requires improvement to be good**

No children or young people have been living in the home since the last inspection. The previous manager is no longer in post and the staff team has been dispersed to work in other homes. A new interim manager has been appointed, and has recently taken up post.

The staff team is due to return to the home in the very near future. The manager has arranged an introductory staff meeting where the process of rebuilding team dynamics will begin.

The home has been redecorated throughout and new furniture has been purchased. Bedrooms are ready for young people to personalise and a 'welcome basket' of toiletries awaits them. The home presents as cosy and welcoming.

The manager has clear expectations around the experiences and progress of young people. She wants all young people to be receiving some form of education and staff will be responsible for facilitating this. However, if it is not possible for staff to find education placements for young people, she states that she will challenge placing authorities and escalate concerns if necessary. Senior managers have improved systems that will ensure that the progress of young people is monitored more consistently and a more appropriate placement sought if their needs are not being met. A room specifically dedicated to education has been created in the home. This contains a desk, computers, educational books and art materials. A requirement in respect of education is met.

The manager has plans to speak to each young person weekly to ascertain their views about the quality of their care. She expects that young people's meetings are held weekly and the outcomes recorded. This will feed into team meetings so that all of the staff are aware of young people's views.

The whole staff team has taken part in a workshop about the process for new admissions. Staff have considered what information is needed about prospective young people, and how to analyse the impact their needs may have on others in the home. They have examined how the team would meet the needs of any young people. This has given the staff the opportunity to reflect on their roles and develop their skills in assessing risks.

The young people will be given a guide to the home on admission. This is written in a child-friendly, accessible way which explains the expectations of the home. It tells the young people about the activities on offer and how they can make a complaint if necessary. This can help young people to be well informed, and to settle in more quickly.

It is not possible to evidence where the two requirements to challenge a placing authority or relevant person to ensure that each young person's needs are met in accordance with relevant plans or that placements are managed and reviewed. This is because no young people have received care since the last inspection.

The manager intends that the staff will identify areas for direct work with young people. These will relate to the needs identified in the young people's care plans as well as being

reactive to any incidents. Next steps will be identified for progressing the young person's understanding in the area. These sessions will be reviewed by the manager for effectiveness.

### **How well children and young people are helped and protected: requires improvement to be good**

Because there have been no young people living in the home, the impact of measures put in place to safeguard them cannot be judged at this time. The manager intends to use all the information gathered about young people to inform behaviour management plans which will also assess known risks. Strategies for preventing and minimising risks will be documented to ensure that the staff undertake safe, consistent action. Young people will be involved in devising their own safety plans, which will increase their understanding of regulating their own behaviour.

The staff team has recently undertaken safeguarding and specific child sexual exploitation training. New members of staff have received an enhanced induction. The staff team has completed training around understanding and managing behaviour in a positive and safe way. This is encouraging progress, but the staff continue to require development of their knowledge and skills with ongoing training and the attainment of professional qualifications. A requirement with regard to this is raised.

The young people will be supported by individual risk assessments that will document the procedures the staff need to follow if a young person goes missing from home. An electronic system for recording missing incidents and episodes of physical intervention has been introduced. This will alert senior management immediately to ensure that effective oversight is taking place. Work has been completed on mapping the local area missing-from-home protocol to the training that the staff receive, which ensures that the staff team has the sound knowledge of the correct reporting procedures.

The manager understands how and when room searches should be undertaken in order to protect young people. She has plans to ensure that all of the staff understand their responsibilities in this area.

A comprehensive location risk assessment has been prepared using data from local crime statistics to identify any potential risks. Information about local schools has been included so that young people attend the best schools in the area. However, the new manager needs to build good relationships with police in the area.

### **The effectiveness of leaders and managers: requires improvement to be good**

The new interim manager is appropriately qualified, and is also starting to work towards a further professional qualification to enhance her knowledge and skills. She has experience of the registered manager role in another setting. The senior members of the care team are appropriately qualified; however, other members of the care team are

not. The capacity of these staff to undertake their role more proficiently would be enhanced if they attained further qualifications.

The manager has effective monitoring systems in place, for example the auditing of placement files and direct work. She plans to review and update placement plans and risk assessments following incidents. However, due to the home having no residents at present, the effectiveness of these systems cannot be evaluated. There are procedures in place to consult with the young people and those involved in their lives to inform the quality of care.

The manager intends to assess each member of staff and devise a development plan with them. This plan will be reviewed at each supervision session. The manager has plans to undertake fortnightly supervision with all of the staff until she has identified their strengths and areas for development. She recognises that team meetings are key for ensuring that staff morale is maintained and communication is effective.

The manager demonstrates high expectations for the care of young people. She says that she will hold staff accountable for their practice and challenge them when necessary. One senior manager stated: 'If it is not good enough for your own child, then I say it is not good enough for these children.'

In order to evaluate how the proposed measures have impacted on the care of young people, a requirement is raised for consideration at the next inspection.

## **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.

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:** 1245572

**Provision sub-type:** Children's home

**Registered provider:** Horizon Care and Education Group Limited

**Registered provider address:** Venture House, Unit 12, Prospect Business Park  
Longford Road, Cannock WS11 0LG

**Responsible individual:** Barry Eannetta

**Registered manager:** Post vacant

## Inspector

Janet Black: social care inspector



The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence>, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at <http://www.gov.uk/government/organisations/ofsted>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 1231  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: <http://www.gov.uk/ofsted>

© Crown copyright 2017