

# 1249184

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 one of a group of homes operated by the same organisation. The statement of purpose indicates that the home provides up to three young people with a period of stability to reflect on their difficulties and make future plans. Staff aim to promote self-esteem through recognition, achievement and praise. A new manager has just come into post and is going through the process of registration with Ofsted.

**Inspection dates:** 25 to 26 April 2018

**Overall experiences and progress of children and young people,** taking into account

**requires improvement to be good**

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:** 25 October 2017

**Overall judgement at last inspection:** sustained effectiveness

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
25/10/2017	Interim	Sustained effectiveness
12/06/2017	Full	Requires improvement to be good

## 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>The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff help each child to achieve the child's education and training targets, as recorded in the child's relevant plans. (Regulation 8 (1)(2)(a)(i))</p>	30/05/2018
<p>The care planning standard is that children receive effectively planned care in or through the children's home and 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 that each child's relevant plans are followed. (Regulation 14 (1)(a)(b)(2)(c))</p>	30/05/2018
<p>The care planning standard is that children receive effectively planned care in or through the children's home and 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 manage and review the placement of each child in the home. (Regulation 14 (1)(a)(b)(2)(b)(ii))</p>	30/05/2018
<p>The care planning standard is that children receive effectively planned care in or through the children's home and 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 that staff help each child to access and contribute to the records kept by the registered person in relation to the child. (Regulation 14 (1)(a)(b)(2)(f))</p>	30/05/2018
<p>In meeting the quality standards, the registered person must, and must ensure that staff, seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans. (Regulation 5 (a))</p>	30/05/2018
<p>The health and well-being standard is that the health and well-being needs of children are met, children receive advice,</p>	30/05/2018

<p>services and support in relation to their health and well-being and children are helped to lead healthy lifestyles.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff help each child to achieve the health and well-being outcomes that are recorded in the child's relevant plans. (Regulation 10 (1)(a)(b)(c)(2)(a)(i))</p>	
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff help each child to understand how to keep safe and take effective action whenever there is a serious concern about a child's welfare. (Regulation 12 (1)(2)(a)(ii)(vi))</p>	30/05/2018
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that helps children aspire to fulfil their potential and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff work as a team where appropriate and ensure that the home's workforce provides continuity of care to each child. (Regulation 13 (1)(a)(b)(2)(b)(e))</p>	30/05/2018

## Recommendations

- Emergency admissions should not be taken unless the home's statement of purpose and its capacity and support systems mean that it has the capability to care for children admitted at very short notice while continuing to offer high quality care to children already living in the home. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.6)
- As the home will have a day-to-day understanding of young people's capabilities and needs, children's homes staff will have a valuable contribution to make to the pathway planning process. They should actively seek to make the fullest contribution, working with other relevant persons. ('Guide to the children's homes regulations including the quality standards', page 17, paragraph 3.28)
- The home's records on each child represent a significant contribution to their life history. Children and their parents should be supported to understand the nature of records kept by the home and how to access them. Staff should understand their important role in encouraging the child to reflect on and understand their history, according to their age and understanding. Staff should keep and encourage children to keep appropriate memorabilia of the time spent living at the home and help them record significant life events. ('Guide to the children's

## Inspection judgements

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

Staff are caring and attentive to young people, but they do not all know, follow or contribute to young people's care plans. For example, one young person's care plan says that he needs 'work about boundaries, relationships and consequences of inappropriate behaviour'. However, staff are not doing this work. Similarly, young people are not getting planned help to meet their physical and emotional health needs, to understand their life story or to cope with their relationships with family and friends. As a result, young people are not making sufficient progress.

Two young people have moved out of the home since the last inspection. Both young people had a poorly planned ending to their placements. This resulted in both young people leaving without any memorabilia of their time at the home. The two remaining young people are also not helped by staff to collect memorabilia. This creates a missed opportunity to enable young people to have a point of reference that they can look back at in years to come.

Young people are not getting enough help with their emotional and behaviour issues, which is preventing them from learning and attending full-time education. As a result, young people are frequently sent home or are placed in isolation because of their poor behaviour.

Staff do not record their help and advice in simple or useful ways to help to encourage young people to be actively involved in their care planning.

Young people do enjoy various activities with staff, both inside and outside the home. However, sometimes staff report difficulties in securing the right funding.

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

Some staff manage situations and behaviour well. However, other staff lack the confidence and skill to do this, especially when they are working alone.

The support and care provided by numerous cover members of staff does not help young people to feel secure or for their behaviour to become increasingly safe. There have been numerous incidents when adults and young people have been hurt and when the house has been damaged. At these times, senior staff and managers safeguard young people by working openly with social workers and the police. However, young people's placements have broken down and some members of staff are away from work for extended periods due to injuries and internal investigations.

Young people do not go missing from the home. However, young people are not getting coordinated help with their anger, anxiety, sexualised behaviour and their deep-seated difficulties in making and sustaining relationships with other young people and adults. This means that young people do not have the required understanding to keep themselves safe.

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

The registered manager left in April 2018. The new manager has been in the home only a few days and is undergoing the registration process. Young people and staff are optimistic that the new leadership will improve practice.

Senior staff have failed to record discussions and observations during a young person's home visits, which is part of his rehabilitation plan. This means that staff do not know about the important issues that arise from these visits so that essential information is shared with the placing social worker.

The staff team is small and young people experience constant staff changes due to vacancies, sickness, holidays and allegations. Staff from other homes and agency staff do not undertake meaningful work with young people or understand young people's individual plans and priorities. One young person told the inspector, 'We need a staff team. When I need support they dump cover staff on me because I am supposed to be mature.' The organisation's senior leaders are currently exercising caution about filling the third placement while they address staffing issues.

Staff express frustration over having poor computer signals and malfunctioning equipment that hinder them in planning their work so that they can help young people to make good progress.

## **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:** 1249184

**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:** Denise Knowles

**Registered manager:** Post vacant. Valerie McKean undergoing registration process.

## Inspector

Rachel Britten: social care inspector



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