

# 1234990

Registered provider: The Percy Hedley Foundation

Interim inspection

Inspected under the social care common inspection framework

## Information about this children's home

The children's home provides care and accommodation for up to 14 children and young people who have physical disabilities, learning disabilities and/or a sensory impairment. The accommodation consists of a residential unit and a three-bedroom cottage. A private provider operates both settings.

**Inspection date:** 22 and 23 May 2018

**Judgement at last inspection:** outstanding

**Date of last inspection:** 14 June 2017

**Enforcement action since last inspection:** none

## This inspection

### The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged outstanding at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

This inspection took place following Ofsted receiving two complaints about the children's home. The complaints include concerns about the welfare and the safety of the children and young people, staffing arrangements, and leadership and management.

The children and young people live in a residential unit that does not fully meet their needs. The general environment shows signs of damage, and wear and tear, and the home does not resemble a homely, domestic dwelling. In addition, a young person's bedroom door has been fitted with an inappropriate, unsafe lock. There is no risk assessment that sets out the potential risks to the young person or information to justify the use of the lock. This compromises the young person's safety.

Shortfalls in safeguarding practice put the children and young people at risk. There have

been errors made by leaders and managers when addressing potential child protection concerns. Safeguarding procedures have not been adequately followed and safeguarding investigations, which have been carried out by senior staff, are deficient and unsafe. The home's safeguarding policy includes a number of factual errors, and not all the staff have received good-quality child protection training.

Staffing arrangements are unsatisfactory due to several factors. There has been a high turnover of staff since the last inspection, and staff shortages have been exacerbated by the resulting high number of staff vacancies. Consequently, the home is relying on large numbers of agency and bank staff to maintain minimum staffing levels. This creates an unstable, inconsistent environment for the children and the young people.

There are several new staff who have not had the training, or previous experience, that they need to meet the complex needs of children and young people. This includes dealing with some significant healthcare needs that require emergency medication. There are always staff on duty who can administer emergency medication, but they are not always working directly with the children and young people who are most at risk.

There has been no registered manager in post since the previous registered manager left at the beginning of May 2018. The provider failed to notify Ofsted, in a timely manner, that the previous registered manager was leaving. They also failed to provide Ofsted with the required information about who would be managing the home, and the relevant timescale for this appointment.

Other lapses in leadership and management include poor record-keeping and document management; for example, the recording of staff rosters and other records to show which staff are working and where within the residential unit. There is no rota that includes all the staff on duty, their actual hours worked, their designation, and on some occasions, who the person in charge is. This compromises the children and young people's welfare should this information be needed for investigation or safeguarding reasons.

All the children and young people have made progress since the last inspection, and most are experiencing some positive outcomes. Educational outcomes are very good, and the children enjoy a range of positive activities. Relationships, observed during this inspection, between the staff, children and the young people are positive.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/06/2017	Full	Outstanding

## 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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children; and</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff—</p> <p>ensure that the premises used for the purpose of the home are designed and furnished so as to meet the needs of each child. (Regulation 6(2)(c)(i))</p>	29/07/2018
<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—</p> <p>that staff—</p> <p>assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of harm to the child</p> <p>have the skills to identify and act upon signs that a child is at risk of harm</p> <p>take effective action whenever there is a serious concern about the child's welfare</p> <p>are familiar with, and act in accordance with, the home's child protection policies; and</p> <p>that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12(2)(a)(i)(iii)(vi)(e))</p>	29/07/2018

<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—</p> <p>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—</p> <p>ensure that the staff have the experience, qualifications and skills to meet the needs of each child</p> <p>ensure that the home has sufficient staff to provide care for each child</p> <p>ensure that the home's workforce provides continuity of care to each child; and</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(2)(c)(e)(h))</p>	<p>29/07/2018</p>
<p>The registered person must prepare and implement a policy which—</p> <p>sets out the procedure to be followed in the event of an allegation of abuse or neglect.</p> <p>The procedure to be followed in the event of an allegation of abuse or neglect must, in particular—</p> <p>provide for the prompt referral of an allegation about current or ongoing abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the home is located; and,</p> <p>describe the measures which may be necessary to protect children following an allegation of abuse or neglect. (Regulation 34(1)(b)(e))</p> <p>In particular, the registered person must report any allegations made about staff to the appropriate designated officer before beginning an internal investigation; and, ensure that any staff who carry out internal investigations have the knowledge, training and the experience that they need to undertake this role.</p>	<p>29/07/2018</p>
<p>The registered person must—</p>	<p>29/07/2018</p>

<p>maintain in the home the records in schedule 4 and ensure that the records are kept up to date. (Regulation (37)(2)(a))</p> <p>In particular, Schedule 4 (3), a copy of the staff duty roster of persons working at the home, and a record of the actual hours worked.</p>	
<p>If the person who is in day-to-day charge of the children's home proposes to be absent from the home for a continuous period of 28 days or more, the registered person must give notice in writing to the HMCI of the proposed absence.</p> <p>Except in the case of an emergency or unforeseen absence, a notice under paragraph (1) must—</p> <p>specify with respect to the proposed absence—</p> <p>the address, name and qualifications of the person who will be responsible for the home during the absence; and</p> <p>in the case of the absence of the registered manager, the arrangements that have been, or are proposed to be, made for appointing another person to manage the home during the absence, including the proposed date by which the appointment is to be made.</p> <p>(Regulation (48)(1)(2) (b)(iv)(v))</p>	29/07/2018
<p>The registered person must give notice in writing to HMCI, as soon as it is reasonably practicable to do so, if any of the following events take place or are expected to take place—</p> <p>a person ceases to carry on or manage the home.</p> <p>(Regulation (49)(b))</p>	29/07/2018

\*These requirements are subject to a compliance notice.

## 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.

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.

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:** 1234990

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

**Registered provider:** The Percy Hedley Foundation

**Registered provider address:** Percy Hedley School, Forest Hall, Newcastle upon Tyne NE12 8YY

**Responsible individual:** Ann-Marie Watts

**Registered manager:** Post vacant

## Inspector

Debbie White, social care inspector

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