

1234990

Registered provider: The Percy Hedley Foundation

Full 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 a learning disability, a physical disability, and/or a sensory impairment. The home has two sites, one being a residential unit, and there is also a separate cottage. The children's home is in the grounds of a school that all the children and young people attend. There is a manager in post who has recently applied to be registered with Ofsted.

Inspection dates: 1 to 2 August 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: 22 May 2018

Overall judgement at last inspection: declined in effectiveness

Enforcement action since last inspection: a compliance notice to improve safeguarding outcomes for the children and young people was issued at the last inspection. This compliance notice has been met.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/05/2018	Interim	Declined in effectiveness
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.</p> <p>(Regulation 6(2)(c)(i))</p>	28/09/2018
<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</p> <p>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>(Regulation 13(1)(a)(b)(2)(c))</p> <p>In particular, ensure that the staff who cover the absence of the manager have substantial, relevant experience and qualifications to meet the needs of the children.</p>	31/08/2018
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p>	28/09/2018

<p>that there are arrangements in place to— manage and review the placement of each child; and that each child’s relevant plan is followed. (Regulation 14(1)(a)(2)(iii)(c))</p> <p>In particular, ensure that the children’s residential plans clearly set out each child’s individual needs and how these will be met. In addition, ensure that the plans provide consistency and that they are regularly reviewed and evaluated.</p>	
<p>The registered person must maintain in the home the records in Schedule 4 and ensure that the records are kept up to date. (Regulation 37(2)(a)(b))</p> <p>In particular, the registered person must ensure that there is a record in the form of a register showing in respect of each child, all the elements listed in Schedule 4(1).</p>	28/09/2018
<p>The registered person must establish a procedure for considering complaints made by or behalf of children. In particular, the registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39(1)(3))</p>	28/09/2018

Inspection judgements

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

There are some good examples of the children and young people achieving, progressing and meeting their expected goals and targets. They all have very good school attendance and their school reports are positive. Relationships between the children, young people and the staff are good. The children’s and young people’s health needs are, overall, met.

However, the standard of the residential care plans is mediocre. Individual plans do not clearly set out the children’s and young people’s needs or the ways in which these will be met. There is little, if any, evaluation of the plans to ensure that the manager and the staff can demonstrate measurable outcomes. They do not show that living at the home is having a direct, positive impact on the children’s and young people’s lives. Shortfalls in effective and meaningful planning may hinder the children and young people from reaching their full potential.

The staff have a good understanding of the children’s and young people’s communication abilities. There is a range of useful communication tools that aid positive interaction and consultation. The staff are attuned to subtle changes in behaviour that may indicate a child’s or young person’s mood or feelings. This further enables the children and young

people to express their views and wishes.

Activities are good, and the children and young people are able to access a range of enjoyable pastimes. The staff guide and encourage the children and young people to try new activities, with good results. This expands the children's and young people's opportunities to have new experiences and to integrate into their local community.

A parent said: 'Since coming here, my child is doing so much more than they did at home. I never thought I would see her playing outside or going into the community. I am delighted at what the staff have done.'

Older young people are supported to make their transition into adulthood. They are learning new independence skills, and they are consulted about their wishes and feelings. Support from the staff and social workers is good, which aids successful transitions.

A young person said: 'I want to move into supported living and the staff are helping me. I know where I want to move to, and I think that this will work out OK.'

A previous requirement to improve the residential unit's environment is not fully met. The home continues to look 'tired' and it is showing signs of wear and tear throughout. The home is in need of redecoration as there are very few homely soft furnishings, curtains or pictures etc. This requirement will be repeated in this report to ensure that the children and young people live in a home that meets their needs.

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

There are no significant safeguarding concerns in respect of the children and young people. However, there are staffing issues that fall under leadership and management outcomes, which could potentially impact on children and young people being helped and protected.

A previous compliance notice to improve the protection of the children and young people is met. The provider and other senior managers have made several, additional, improvements to further promote good safeguarding outcomes. All the staff have had level 2 safeguarding training, and senior managers have completed a level 3 child protection certificate. This has improved the managers', and the staff's, knowledge of how to respond to child protection and safeguarding concerns.

A social worker said: 'I have visited the home since the last inspection and I am satisfied that my young person is adequately safeguarded.'

A key line of enquiry for this inspection was to look at three complaints that have been sent to Ofsted since the last inspection. The complaints highlight concerns about staffing arrangements and the safety of the children and young people. These complaints were thoroughly investigated, and most of the matters raised by the complainants are unsubstantiated. Feedback from the local authority safeguarding officer about the safety

of the home is very positive. She has noted good changes that have improved outcomes for the children and young people.

There are no concerns that the children and young people are at risk from exploitation, radicalisation, extremism, bullying or going missing.

A thorough scrutiny of how the staff manage behaviour and the use of restraints shows that the children and young people are suitably supported. The staff work alongside school staff who are experienced and knowledgeable in this area of practice. Each child and young person has an individual behaviour management plan, which focuses on using de-escalation techniques. All the staff have regular positive handling training, and all instances of a restraint are reviewed and monitored.

A parent said: 'My child's behaviours were the same at home as they are here. We had a few ups and downs at first but, now that [Name of the child] is settled, the number of restraints is less.'

Risk management is improving, which promotes the children's and young people's safety and their well-being. The manager has revised the risk assessment format and she is teaching the staff how to record and review known risks and how these can be minimised. This is a positive step forward to both focus on reducing risks and to better involve the staff in the children's and young people's risk assessments.

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

The registered manager of the provider's short breaks service has applied to be registered to also manage this children's home. She is an experienced practitioner and she has the relevant level 4 qualifications that she needs. She is part way through completing a level 5 diploma, which will further enhance her skills and knowledge.

The home has progressed by meeting four previous requirements and a compliance notice. Safeguarding arrangements are improved, and the home's child protection policy has been reviewed and updated. The manager has set out a revised duty rota that she is piloting to monitor effectiveness, and the provider has now made suitable notifications to Ofsted about a change in the home's management arrangements.

A requirement relating to improve staffing is not fully met. Nevertheless, there are significant improvements. The manager has revamped recruitment procedures that have speeded up the process of employing new staff. As a result, nine new staff have been offered employment as support workers. Staff have been moved within the residential units to better utilise their skills and to encourage them to feel that they are one united team. Agency staff are still being used, but early planning is ensuring better consistency for the children and young people.

A new requirement is raised in this report to ensure that all the staff who are in charge in the absence of the manager have relevant, substantial experience and suitable qualifications. This is to ensure that the provider can demonstrate that the home is always

effectively managed.

Feedback from the staff is positive and much improved since the last inspection. The staff feel valued and appreciated and they all confirmed that they receive regular support and supervision. Staff meetings are more inclusive, and the staff are involved in decision-making. Morale is described as good, and the staff said that leaders and managers are approachable and receptive to their thoughts and ideas. This notable change is positively impacting on the outcomes for the children and young people.

A staff member said: 'I have worked here for nearly a year and I love it. This is a great service, and it is great seeing the children and young people doing well.'

The manager and the provider are undertaking a review of staff training to ensure that the staff feel confident in carrying out their roles. All the senior managers have completed a course in 'managing complaints and investigations', and the staff are undertaking risk management training. External training providers are being sourced to improve the quality of the training, which includes advanced training in autism. Providing the staff with good-quality, meaningful training invests in their potential and their ongoing professional development.

There are three new requirements following this inspection. These are to ensure that the children's and young people's residential plans are improved, that there is an admission and discharge register, in respect of the children and young people, and that detailed records are kept of complaints.

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: 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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