

1263571

Registered provider: Flourish (Gloucestershire) Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is owned and managed by a private organisation. It can provide care and accommodation for five children aged between 11 and 17 years.

Inspection date: 19 November 2018

Judgement at last inspection: requires improvement to be good

Date of last inspection: 4 June 2018

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 requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

Some children do not feel safe in their own home, due to being bullied and physically assaulted by other children. Recent behaviour has spiralled out of control, resulting in assaults on staff, damage to property and a child climbing on a porch roof. Such a chaotic environment prevents children from feeling secure or comfortable and has a negative effect on their overall personal development. Two children are engaging with school and increasing their attendance. However, other children have withdrawn from their college and apprenticeship courses to the extent that they are at high risk of losing these learning opportunities.

A lack of leadership from the registered manager has contributed to an ineffective staff team with low morale. Consequently, children have challenged boundaries to the extent that the adults have not always remained in control. At times, the police have been called to manage children's behaviour, because staff lack the confidence and skills to

respond to children when they are upset and putting themselves, and others, at risk of harm.

Safeguarding concerns identified by the independent visitor prompted an internal investigation. At the time of this inspection, the investigation was ongoing, with a conclusion expected within a week.

Children are not fully supported to manage with group living and to develop positive relationships. There is a lack of respect and trust between children; too often their relationships are harmful to each other. One child told staff, 'I am bullied at school, I get home and I am bullied.' Insufficient action has been taken to prevent this from continuing at the home.

Children are restrained at times. However, physical intervention is not used in all circumstances that warrant it. For example, restraint is not always used to prevent children assaulting each other or from gaining access to a porch roof. For one child, the frequency of physical intervention is not reducing, though the level and intensity is far less. This is positive, as staff are using low-level techniques, such as guiding away from situations to avoid restraint, where possible, for this child.

Following restraint being used, children and staff have not always had the opportunity to discuss the incident. On occasions when this reflection has occurred, the views of children and staff were not always recorded. This failing was reported by the independent visitor in two successive months, August and September 2018. The registered manager did not take prompt action to address this failure, resulting in the repeat of this shortfall. However, at the time of this inspection, improvements were evident. Children and staff can now discuss the incidents, and full records are maintained.

Allegation management procedures are followed appropriately. However, leaders and managers have failed to notify Ofsted of significant events. Leaders and managers did not inform the regulator of two allegations of poor practice by staff members that led to the staff being suspended while investigations occur.

Leaders and managers have acted to reduce some of the risks. This has included the temporary use of waking night staff and deciding that the group of children is no longer compatible, resulting in one child leaving. However, risk management remains poor. For example, risk assessment documents reviewed on the day of inspection did not include the prevalent risk of climbing on a porch roof.

The requirements from the last inspection are met. Successful recruitment has led to a full staff team, negating the need to regularly employ agency staff. When agency staff are employed, a full profile is obtained from the agency and there is now a system to monitor their attendance. This ensures that after eight days of working at the home they receive supervision by a senior member of staff. Case records are held on an information management system that is now embedded in daily practice and all staff are familiar with its use.

The directors of the organisation have acted to investigate the failings of this home. They have arranged for the management of the home to be strengthened, with the responsible individual taking day-to-day charge. There is a commitment to rebuild the leadership of the home and work towards meeting the needs of the children.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/06/2018	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>6: The quality and purpose of care standard</p> <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;</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—</p> <p>understand and apply the home's statement of purpose;</p> <p>ensure that staff—</p> <p>understand and apply the home's statement of purpose;</p> <p>protect and promote each child's welfare;</p>	20/11/2018

<p>make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice. (Regulation 6 (1)(a)(b)(2)(a)(b)(i) and (ii))</p>	
<p>11: The positive relationships standard 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— that staff—</p> <p>meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>help each child to develop socially aware behaviour;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding;</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;</p> <p>help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship;</p> <p>strive to gain each child's respect and trust;</p>	<p>20/11/2018</p>

<p>understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children;</p> <p>are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same;</p> <p>de-escalate confrontations with or between children, or potentially violent behaviour by children;</p> <p>understand and communicate to children that bullying is unacceptable; and</p> <p>have the skills to recognise incidents or indications of bullying and how to deal with them. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix)(x)(xi)(xii) and (xiii))</p>	
<p>12: The protection of children standard</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—</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 any harm to the child;</p> <p>help each child to understand how to keep safe;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>are familiar with, and act in accordance with, the home's child</p>	<p>20/11/2018</p>

<p>protection policies.</p> <p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm;</p> <p>that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. (Regulation 12 (1)(2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(b) and (d))</p>	
<p>13: The leadership and management standard 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>lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose;</p> <p>ensure that staff work as a team where appropriate;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13 (1)(a)(b)(2)(a)(b) and (c))</p>	<p>20/11/2018</p>
<p>35: Behaviour management policies and records The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>the name of the child;</p> <p>details of the child's behaviour leading to the use of the measure;</p> <p>the date, time and location of the use of the measure;</p> <p>a description of the measure and its duration;</p>	<p>20/11/2018</p>

<p>details of any methods used, or steps taken to avoid the need to use the measure;</p> <p>the name of the person who used the measure ("the user"), and of any other person present when the measure was used;</p> <p>the effectiveness and any consequences of the use of the measure; and</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> <p>within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")—</p> <p>has spoken to the user about the measure; and</p> <p>has signed the record to confirm it is accurate; and</p> <p>within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii) and (c)(iv))</p> <p>In particular, ensure that children and staff have the opportunity to discuss all incidents of physical intervention and that records are maintained.</p>	
<p>40: Notification of a serious event</p> <p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is an allegation of abuse against the home or a person working there;</p> <p>a child protection enquiry involving a child—</p> <p>is instigated; or</p> <p>concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p>	<p>20/11/2018</p>

there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii) and (e))	
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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: 1263571

Provision sub-type: Children's home

Registered provider: Flourish (Gloucestershire) Limited

Registered provider address: Hazlewoods, Windsor House, Bayshill Road, Cheltenham GL50 3AT

Responsible individual: Samantha Summers

Registered manager: Maria Hitchcock

Inspector

Clare Davies, social care inspector

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