

SC033502

Registered provider: City of Bradford Metropolitan District Council

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A local authority operates and runs this home. It provides care and accommodation for up to four children and young people aged between 12 and 18. The children currently living in the home are under 16 years old and have a range of social, emotional and behavioural needs. The manager has been in post since the end of March 2019 and is in the process of making an application to the regulator.

Inspection dates: 21 to 22 May 2019

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: 7 March 2019

Overall judgement at last inspection: declined in effectiveness

Enforcement action since last inspection:

Two compliance notices were issued following the last interim inspection. The full inspection was also used to monitor the compliance notices. The new manager has made good progress in meeting both of the compliance notices.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/03/2019	Interim	Declined in effectiveness
11/07/2018	Full	Requires improvement to be good
06/09/2017	Full	Requires improvement to be good
27/06/2017	Full	Inadequate

Inspection judgements

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

Children's overall experiences and progress vary. Any improvements are short-term and need to continue for all children. Two children continue to engage in risk-taking behaviours. Staff are unable to keep these children safe and therefore plans are being progressed for them to move on from the home. This will cause them further disruption and instability.

Education attendance and attainment for the children are variable. Attendance for some is sporadic and others have only recently started attending school and engaging with an individualised education programme. It is too early to know how successful these placements will be. The staff continue to encourage the children to take an active part in their studies and they provide extra support when needed. This has involved staying in the school throughout the day to promote engagement.

The nurturing, resilient and caring staff team shows commitment to the children in its care. The children also benefit from the increased involvement of the home's clinical team. This comprises a psychologist, a speech and language therapist and an occupational therapist, who have developed very good relationships with both the children and the staff. They have good insight into the children's individual needs.

The children enjoy spending time with staff, engaging with a variety of social and recreational activities. This has led to improved relationships, and the children are sharing more of their thoughts and feelings with staff.

Consultation with children and their attendance at residents' meetings have improved. This gives children a voice and the opportunity to provide feedback and influence their care. The staff also use these meetings to address topics such as anti-bullying, which has led to more harmonious living.

Since the last inspection, the damage in the home has been repaired. Some communal areas have been refurbished, which provides a homelier atmosphere. The children's bedrooms still need redecorating and furnishing in line with the children's wishes and feelings to make them personalised. This will enhance the children's sense of belonging.

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

Missing from home incidents are sporadic and relate to more than one child. The number of times that children leave the home fluctuates; sometimes the influence of one child on another causes an increase in such incidents.

Although the frequency and length of the children's missing episodes have reduced, staff

do not know where the children are going when they are absent from the home. This puts the children at a greater risk of child and criminal exploitation and involvement in county lines. The staff team's lack of consistent insight and understanding in these areas hinders its members from safeguarding the children they are caring for. In addition, some of the staff have not had any relevant training in these areas. This further limits the potential for improving children's outcomes and keeping them safe.

Staff actively discourage children's alcohol and substance misuse, but this is not having any impact. Some children continue to misuse substances and refuse staff and specialist support.

The staff team models consistent and caring behaviours. Staff also educate children about the dangers posed through their risk-taking behaviours through direct discussions or targeted key-work sessions.

Improved relationships and the effective use of distractions and redirection replace the need for punitive measures of behaviour management. Children display fewer negative outbursts and there has been a reduction in the level of criminal damage at the home. Children respond well to the alternative behaviour management strategies, leading to a reduction in the number of sanctions imposed. Physical restraints have been rarely used since the last inspection. This approach is further strengthened through the staff team celebrating the children's positive behaviour and achievements.

Staff have good relationships with the police and other safeguarding professionals. This supports good information-sharing and a coordinated approach to safeguarding the children. Formal intervention from the police is rare. This reduces the risk of children being criminalised.

The new manager notifies Ofsted of all serious events. This allows the regulator to maintain an overview of what is happening in the home between inspections.

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

The home has been without a registered manager in day-to-day control of the home for many months. The recent changes in management mean that there are now a new manager and acting unit manager working at the home who have significant experience in residential care.

In the short period since the last inspection, the new management team has addressed the compliance issues while starting to create a culture of unity at the home. This has led to a number of positive changes linked to the quality of care for the children. The change in management culture has also inspired renewed confidence and ability in the staff team.

Staff feel motivated and empowered as a result of the new style of management. The staff team's supervisions and personal development reviews are now up to date. Team meetings are scheduled regularly and the ones that have taken place include input from

the clinical team. Staff are benefiting from training, advice and support, thus enabling their personal and professional development.

New monitoring systems help the manager to maintain effective oversight of staff's practice. New forms also ensure that staff are completing their necessary daily tasks. However, some documents contained the wrong information or lacked signatures. The manager has completed her quality of care review and demonstrates that she has a clear vision of the changes necessary to continue to improve the care and outcomes for the children.

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— understand the children's home's overall aims and the outcomes it seeks to achieve for children; 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— provide to children living in the home the physical necessities they need in order to live there comfortably; and provide to children personal items that are appropriate for their age and understanding. (Regulation 6 (1)(a)(b)(2)(b)(vii)(viii))</p> <p>In particular, to decorate, furnish and personalise children's and young people's bedrooms in line with their wishes and feelings.</p>	31/08/2019
<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— have the skills to identify and act upon signs that a child is at risk of harm. (Regulation 12 (1)(2)(a)(iii))</p> <p>In particular, the staff should receive contextual safeguarding relating to child sexual and criminal exploitation and county lines.</p>	31/07/2019
<p>The registered person must maintain records ('case records') for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; and are signed and dated by the author of each entry.</p>	31/07/2019

(Regulation 36 (1)(a)(b)(c))

In particular, to make sure placement plans contain the correct detail and that the necessary delegated authority and consent forms are signed. Also, to make sure that staff take their own minutes of meetings held so there is a record of decisions made and actions to be taken.

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: SC033502

Provision sub-type: children's home

Registered provider: City of Bradford Metropolitan District Council

Registered provider address: City Hall, Centenary Square, Bradford, West Yorkshire
BD1 1HY

Responsible individual: David Byrom

Registered manager: post vacant

Inspector

Tina Ruffles, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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