

# 1224093

Registered provider: Broadwood Residential Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately owned children's home provides care for up to four children who have complex needs and require specialist support. The manager has been registered with Ofsted since January 2018.

**Inspection dates:** 17 to 18 June 2019

<b>Overall experiences and progress of children and young people,</b> taking into account	<b>requires improvement to be good</b>
---	--

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:** 14 February 2019

**Overall judgement at last inspection:** declined in effectiveness

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/02/2019	Interim	Declined in effectiveness
25/06/2018	Full	Good
27/02/2018	Interim	Sustained effectiveness
17/05/2017	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 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—</p> <p>that staff—</p> <p>meet each child's behavioural and emotional needs, as set out in the child's relevant plans. (Regulation 11 (1)(a)(b)(c)(2)(a)(i))</p>	31/07/2019
<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—</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 any harm to the child. (Regulation 12 (1)(2)(a)(i))</p>	05/07/2019
<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</p>	31/07/2019

<p>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; and</p> <p>ensure that the home’s workforce provides continuity of care to each child. (Regulation 13 (1)(a)(b)(2)(a)(e))</p> <p>In particular, ensure that the staff team is stable and consistent.</p>	
<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>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home. (Regulation 13 (1)(a)(b)(2)(f))</p>	31/07/2019
<p>The registered person must maintain records (‘case records’) for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child; and</p> <p>are kept up to date. (Regulation 36 (1)(a)(b))</p>	31/07/2019
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4; and</p> <p>ensure that the records are kept up to date. (Regulation 37 (1)(2)(a)(b))</p> <p>In particular, ensure that the rota evidences the actual staff who worked at the home on each day.</p>	31/07/2019

## Recommendations

- Provide a nurturing environment that is welcoming. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.7)  
In particular, maintain the communal areas to a good standard.
- Ensure that staff encourage children to take a proactive role in looking after their day-to-day health and well-being. ('Guide to the children's homes regulations including the quality standards', page 34, paragraph 7.10)  
In particular, provide children with sufficient information about the impact of not attending health appointments and the impact that substance misuse and smoking can have on their health.
- Ensure that there are suitable arrangements to manage, administer and dispose of any medication. ('Guide to the children's homes regulations including the quality standards', page 35, paragraph 7.15)  
In particular, ensure that all administered medication is accounted for.
- Ensure that any allegation of harm or abuse is addressed in line with the home's child protection policy. ('Guide to the children's homes regulations including the quality standards', page 44, paragraph 9.17)  
In particular, investigate all allegations thoroughly.
- The registered person should ensure that staff can access appropriate facilities and resources to support their training needs, and should understand the key role that they play in the training and development of staff at the home. ('Guide to the children's homes regulations including the quality standards', page 53, paragraph 10.11)  
In particular, ensure that all staff access the training required to meet the children's needs.
- 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. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.5)  
In particular, ensure that records held at the home are legible and accurate.

## Inspection judgements

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

A child has been admitted to the home without enough background information. This has not been beneficial to the child and has had a detrimental effect on the staff and

other children. The child has since had a planned move to a solo placement.

There has been considerable damage to the inside of the home and some damage to vehicles parked at the front of the home. An ongoing six-week refurbishment plan is underway.

One child has refused to attend most health appointments or to engage with external substance misuse agencies. The staff have made some efforts to support the child. However, it is unclear if the child is fully aware of the detrimental effect of not attending appointments and of substance misuse on their long-term health. Medication recording errors continue despite additional staff training. This could result in medication being administered to children incorrectly.

Despite the identified shortfalls, most children have made progress. One child has 100% attendance at his educational provision, a positive work experience placement and has improved his social skills, confidence and resilience. Another child has improved their attendance in education and has engaged with emotional well-being support.

The children receive care from core staff who are nurturing. The staff go over and above to ensure that the children are happy. The children receive recognition for making positive choices and achievements. One child is planning their first holiday abroad.

The staff are aware of the importance of families and friends in maintaining children's identities. Staff take children who live at a distance from their homes to see their families. The children's friends are welcome at the home.

The staff help children to prepare for moving on. Children develop independence skills, including budgeting and saving. Well-planned transitions help to prepare children for their next placement.

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

The home has been unsettled. There have been frequent self-injurious behaviours, verbal abuse and physical assaults. The staff work tirelessly to ensure that the children are safe.

Allegations against the staff have all been appropriately referred to the designated officer. However, not all internal investigations have been thoroughly investigated. Records fail to demonstrate learning from incidents.

Staff use physical intervention to keep the children and staff safe. Managers have not monitored these interventions effectively. Individual risk assessments and behaviour management plans are not used consistently. Therefore, some children's behaviours continue or escalate.

The children's individual risk assessments and plans are not up to date. Guidance on

managing challenging behaviour is not consistently implemented. Therefore, the staff are inconsistent and give different responses.

The staff provide a positive reinforcement approach. Incentive plans and positive and negative consequences encourage some children to make good choices. There has been a reduction in the frequency of children going missing from the home.

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

The manager is suitably experienced and qualified to level 5 in leadership and management.

Since the last inspection, there have been some changes to the staff team. Staff sickness and staff being deployed to other homes have affected stability. The children have not been provided with a consistent and stable staff team. The rota does not accurately reflect which staff have worked on each shift. Therefore, it is difficult to establish exactly how many core staff and agency staff have worked at the home.

Continuous changes to staffing have resulted in an over-reliance on the manager and three of the staff. There has been a decline in the quality of internal monitoring and detail in children's records. Some children's records are insufficient. They are not all up to date. Records fail to inform children of their progress and are illegible. Monthly summaries are repetitive.

New staff lack the experience to enable the improvements that are required. The staff do not all have specific training, in areas such as awareness of child criminal exploitation and managing e-safety and drug and alcohol awareness, to enable them to meet the children's needs.

The staff spoke positively about the guidance that they receive from the manager. Monthly team meetings, supervisions and easy access to the manager all provide staff with regular support and an opportunity to raise any concerns.

The manager and senior management have implemented a development plan that identifies how they are improving the quality of care provided to children. They have a sound awareness of the strengths of the service and the areas of improvement that are required.

## **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:** 1224093

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

**Registered provider:** Broadwood Residential Limited

**Registered provider address:** Maybrook House, 2nd Floor, Queensway, Halesowen, Worcestershire B63 4AH

**Responsible individual:** Alison Blyth-Bishop

**Registered manager:** Aaron Bellairs

## Inspector

Natalie Burton: social care inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence>, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at <http://www.gov.uk/government/organisations/ofsted>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 1231  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: <http://www.gov.uk/ofsted>

© Crown copyright 2019