

1245390

Registered provider: DMR Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is registered to provide care and support for up to five children and young people. It is owned by a private provider.

Inspection dates: 18 to 19 June 2019

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and/or widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and/or the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 13 March 2019

Overall judgement at last inspection: improved effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
13/03/2019	Interim	Improved effectiveness
18/04/2018	Full	Good
19/10/2017	Interim	Declined in effectiveness
10/05/2017	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>In meeting the quality standards, the registered person must ensure that—</p> <p>if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5 (c))</p>	30/07/2019
<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>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</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; and</p> <p>that each child is encouraged to build and maintain positive</p>	30/07/2019

<p>relationships with others. (Regulation 11 (1)(a)(b)(c)(2)(a)(iv)(xi)(xii)(xiii)(b))</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—</p> <p>that staff—</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>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. (Regulation 12 (1)(2)(a)(iii)(iv)(v)(vi)(b))</p>	<p>30/07/2019</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—</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)(d))</p>	<p>30/07/2019</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 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</p>	<p>30/07/2019</p>

<p>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; and</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child.</p> <p>(Regulation 13 (1)(a)(b)(2)(a)(b)(c))</p>	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose; and</p> <p>that each child's relevant plans are followed.</p> <p>(Regulation 14 (1)(a)(b)(2)(a)(c))</p>	<p>30/07/2019</p>
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>The registered person may only—</p> <p>employ an individual to work at the children's home; or</p> <p>if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</p> <p>the individual is of integrity and good character;</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p>	<p>30/07/2019</p>

<p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1)(2)(a)(b)(3)(a)(b)(c)(d))</p>	
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Inspection judgements

Overall experiences and progress of children and young people: inadequate

Since the last inspection, this home has experienced high levels of disruption. Staffing arrangements at this home have been ineffective. Staff have not prevented challenging behaviours from escalating. This means that young people have not been safe. Challenging behaviour and poor dynamics have had a negative impact on the quality of young people's day-to-day care and their experiences.

The operation of the home does not enable young people to fulfil their potential. There is a lack of structure in the home. Young people are not appropriately supported to establish routines, and this contributes to a lack of progression for young people. Disruption to daytime and night-time routines affects young people's school attendance. Young people have particularly complained about the behaviour of others causing disruption in the night. Arrangements to promote education, health and social and recreational activities are ineffective.

The dynamics between young people are not positive. Care planning with regards to the admission of young people to the home has been problematic. Poor compatibility between young people has led to some young people feeling unsafe. Some young people have been drawn into behaviour which is new for them and this behaviour increases risk. This has had a negative impact on the welfare and safety of young people. Young people do not feel that placements are well planned or that they are prepared for a new young person coming into the home. This undermines young people's sense of stability and security.

How well children and young people are helped and protected: inadequate

Concerns were raised about how the home is run and the staff's capacity to safeguard young people. These concerns were considered as part of the inspection.

This home accommodates young people who are at risk of sexual and criminal exploitation. However, not all staff have training in relation to sexual and criminal exploitation. Staff do not have effective skills in preventing young people from leaving the home without permission. Young people are frequently missing from the home. Given their known vulnerabilities, this means that young people are at continued risk of exploitation.

Relationships between some young people have been harmful. Young people have been verbally and physically bullied. On one occasion, a young person was seriously assaulted

by another young person in the home and required hospital treatment. Consequently, not all young people feel safe.

Staff have not been effective in de-escalating heightened behaviours. This has led to multiple incidents of property damage and assaults on staff. Staff do not have the knowledge or skills to ensure that conflict management is effective.

A range of professionals have raised concerns about childcare practice. This includes concerns that staff are unable to manage the behaviours of the young people. Social workers have said that staff lack suitable safeguarding knowledge, and this leads to poor safeguarding practice. Failure to address these concerns means that positive working relationships with placing authorities and professionals are not promoted.

The home employs a range of agency staff. Recruitment practice for agency staff is not thorough. The registered manager has failed to obtain full employment and training information for agency staff. This does not show robust scrutiny of temporary staff. On one occasion, an agency member of staff assaulted a young person.

The effectiveness of leaders and managers: inadequate

Leadership and management arrangements have not changed since the last inspection. The home is led by a suitably experienced and qualified manager and a management team. However, the home is not managed in a way that is consistent with the offer described in the statement of purpose.

Insufficient consideration has been given to the mix of children and young people, contrary to the statement of purpose. Incompatibility between young people has been a significant factor in the patterns of negative behaviour.

Leaders and managers have not ensured that care planning meets young people's needs. Sometimes young people have not felt safe in the home. The agreement reached between managers and the placing authority in relation to one young person having a mobile phone has exposed young people living at the home to the risk of sexual exploitation.

Leaders and managers have not ensured that there are sufficient qualified and adequately trained staff. This fails to ensure that day-to-day care promotes improved outcomes for young people. Care practice is poor and does not ensure the safety and welfare of children.

Partnership arrangements with social care professionals and the wider network have been variable. Social care professionals highlight that communication requires improvement. This includes providing case information when requested and consulting with social workers when new children are admitted to the home. Importantly, managers need to notify the local authority of all safeguarding incidents.

The home is currently poorly maintained in several areas. Property damage is evident.

Young people's bedrooms and en-suite bathrooms were of concern as they were unkempt, unhygienic and hazardous.

The registered manager understands what actions need to be taken to improve the performance of the home. She has good insight into the reasons for the shortfalls and demonstrates a commitment to deliver good outcomes for all young people.

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: 1245390

Provision sub-type: Children's home

Registered provider: DMR Services Limited

Registered provider address: DMR Services, 102 Queslett Road East, Sutton Coldfield, Birmingham B74 2EZ

Responsible individual: Sally Neville

Registered manager: Keren Iqbal

Inspector:

Amanda Ellis: social care inspector

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