

1256452

Registered provider: Surecare Residential Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is run by a private organisation. It offers therapeutic care for up to five children who may have experienced trauma, neglect or abuse, and family or placement breakdowns.

The new manager has been in post since 5 August 2019 and is not yet registered with Ofsted.

Inspection dates: 5 to 6 September 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: 14 August 2018

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/08/2018	Full	Good
06/12/2017	Full	Good
06/09/2017	Full	Inadequate

Inspection judgements

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

Three children currently live at the home. The four children who were residing at the time of the last inspection have moved on and four other children have been admitted and discharged. Records kept of admissions and discharges are incomplete, and do not include the date on which one of the children was discharged. There is no record of one of the children being admitted. Failure to provide accurate records makes it difficult to maintain accountability and demonstrates poor monitoring.

Some of the children have made good progress and benefited greatly from their placements. However, some of these placements have been ended prematurely after the children were discharged directly from police custody. This means that children have not been prepared to move on, and have not been given the opportunity to leave the home in a positive way.

When transitions are planned, they are good. A child who recently moved on to semi-independence said, 'Staff helped me so much. My life is now back on track. To be perfectly honest, I doubt that I would be alive if it wasn't for the help and support that they gave me from beginning to end. I start college soon and I completed my level 2 (qualification) while at the home. I have no complaints.'

Staff recognise the importance of education. Children who previously did not engage in education now have high attendance. Good progress has been achieved in this area. Two of the children attend the provider's school full-time and another child has just started a college course. The staff consistently encourage the children to visualise a successful future.

Children's meetings are held regularly. Staff encourage children to take an active part by chairing and recording minutes. The staff seek children's views, and realistic wishes and wants are followed through.

Children benefit from having access to in-house therapy from the provider's attending psychologist. Alongside this, key workers undertake good-quality work with the children, and encourage them to participate in activities and find positive hobbies. Consequently, children improve their confidence while learning new skills.

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

Staff are skilled in de-escalating challenging behaviour. This has led to a decrease in the number of physical interventions. There have been nine recorded physical interventions since the last inspection. However, a further intervention occurred that was incorrectly

recorded. Additionally, records of incidents reveal gaps in management oversight and do not consistently show that debriefs are being undertaken with the staff. Inaccurate and incomplete information fails to ensure that risks are effectively evaluated.

Several of the children have a significant history of going missing. The staff are proactive in locating children and follow missing-from-home procedures to ensure their safe return. However, on two occasions, a child who required one-to-one supervision went missing during a lapse in monitoring. Failure to implement risk assessment guidance does not protect children effectively from harm.

All staff who were spoken with during the inspection had a good understanding of safeguarding procedures. The designated officer confirmed that they have no concerns regarding practice, and have been contacted appropriately for advice and guidance. However, no notification was sent to Ofsted following an incident that was reported to the designated officer. Failure to notify Ofsted of significant events prevents the regulator from having effective oversight of the management of incidents at the home.

Children said that they feel safe living at the home. It is evident that they have formed positive relationships with staff. Appropriate banter is used. Staff consistently challenge any negative behaviour.

Some of the children are in the process of undertaking sessions with youth offending services. One of the youth workers who visits weekly said, 'Staff support and cope very well with [the child's] challenging behaviour. The staff are very accommodating. They encourage and facilitate a working space. This helps me to do my job effectively and [the child] is doing amazingly.'

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

The registered manager left her position in April 2019, and another manager was appointed in the same month. This manager subsequently left and the home was being overseen by senior managers until the new manager started in August 2019. The numerous changes of managers since the last inspection have resulted in inconsistent managerial oversight of the home.

Monitoring and evaluation of incidents have weakened. The new manager and the dedicated staff place the needs of children at the centre of their practice. Good practice is evident in several areas, but record-keeping has not been consistently sustained and is therefore not effective. The provider and the new manager are fully aware of the shortfalls in record-keeping, and have made this a priority in the home's immediate development plan.

Several members of staff have not received regular supervision, and have not had timely yearly appraisals. This means that the staff are not afforded opportunities to regularly reflect on their practice, and their personal development is not being fully overseen.

All the staff are up to date with the organisation's mandatory training, including safeguarding and physical intervention training. However, two staff members have not achieved a relevant level 3 qualification within the required timescales.

Good relationships with families and professionals have been maintained. All the families spoken with during this inspection were very complimentary about the care provided. Family members commented on the evident commitment of staff and the good care that they provide, which enables the children to make progress.

The independent visitor makes recommendations following their monthly visits. The reports are comprehensive and detailed. The reports now contain an independent view on the children's well-being and an opinion on safeguarding standards at the home. However, the reports do not consistently demonstrate that there is consultation with parents, social workers and staff.

The two requirements raised at the last inspection have been restated. Three of the four recommendations have been met effectively. The unmet recommendation relating to record-keeping shortfalls is now a requirement.

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 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>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</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)(v)(b))</p>	11/10/2019
<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 registered person to—</p> <p>ensure that the home's workforce provides continuity of care for each child;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1)(a)(b)(2)(e)(h))</p>	11/10/2019
<p>For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained—</p>	27/12/2019

<p>the Level 3 Diploma for Residential Childcare (England) ('the Level 3 Diploma'); or</p> <p>a qualification which the registered person considers to be equivalent to the Level 3 Diploma.</p> <p>The relevant date is—</p> <p>in the case of an individual who starts working in a care role in a home after 1 April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home; or</p> <p>in the case of an individual who was working in a care role in a home on 1 April 2014, 1 April 2016. (Regulation 32(4)(a)(b)(5)(a)(b))</p>	
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience; and</p> <p>have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33(4)(b)(c))</p>	25/10/2019
<p>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>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>	11/10/2019

<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)(c)(iv))</p>	
<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;</p> <p>are kept up to date; and</p> <p>are signed and dated by the author of each entry. (Regulation 36(1)(a)(b)(c))</p>	11/10/2019
<p>The registered person must—</p> <p>maintain in the home the records in Schedule 4;</p> <p>A record in the form of a register showing in respect of each child—</p> <p>the date of the child's admission to the home;</p> <p>the date on which the child ceased to be accommodated in the home. (Regulation 37(2)(a), Schedule 4(1)(a)(b))</p>	11/10/2019
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40(4)(e))</p>	11/10/2019
<p>The registered person must ensure that an independent person visits the children's home at least once each month.</p> <p>When the independent person is carrying out a visit, the registered person must help the independent person—</p>	29/11/2019

if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires. (Regulation 44(1)(2)(a))	
--	--

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: 1256452

Provision sub-type: Children's home

Registered provider: Surecare Residential Ltd

Registered provider address: 13a Apton Road, Bishop's Stortford, Hertfordshire CM23 3SP

Responsible individual: Emma Barr

Registered manager: Post vacant

Inspector

Lynne Drage: 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 children looked after, 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.

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.

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
W: <http://www.gov.uk/ofsted>

© Crown copyright 2019