

1236625

Registered provider: Happy Group (UK) Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is registered to provide care and accommodation for up to three children who have emotional and/or behavioural difficulties.

The home is operated by a private provider.

Inspection dates: 29 to 30 October 2019

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected inadequate

The effectiveness of leaders and managers inadequate

There are serious and/or widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded.

Date of last inspection: 7 November 2018

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/11/2018	Full	Good
28/11/2017	Full	Good
24/01/2017	Full	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 health and well-being standard is that–</p> <p>the health and well-being needs of children are met;</p> <p>children receive advice, services and support in relation to their health and well-being; and</p> <p>children are helped to lead healthy lifestyles. (Regulation 10(1)(a)(b)(c))</p>	16/12/2019
<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>meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding (Regulation 11(1)(a)(b)(c), (2)(a)(i)(iii))</p>	16/12/2019
<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>	16/12/2019

<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>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12(1), (2)(a)(i)(iii)(vii))*</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>	16/12/2019
<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>there is any other incident relating to a child which the</p>	16/12/2019

registered person considers to be serious. (Regulation 40(4)(a)(b)(c)(d)(i)(ii)(e))	
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* These requirements are subject to a compliance notice.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

There have been a number of unplanned placement endings for children living in the home since the last inspection. Children have stopped making progress or have expressed a wish to move on from the home, and/or their social workers or home managers have served notice on placements. There has been no review of the quality of care that would help staff to understand what could have been done differently.

Managers and staff have not yet set clear boundaries and expectations for the current resident. As a result, the child has established poor routines and most days is not taking part in educational or social activities. When education arrangements are put in place, it will be difficult for the child to change their fixed habits.

This child has significant difficulty in sleeping. This has an impact on healthy eating and there will also be an impact on the child's ability to participate in education on a regular basis. Staff have not sought advice from health professionals to assess and address this.

There has been some effective, thoughtful practice to ensure that the child's cultural needs are met.

Staff have supported children to develop life skills to prepare them for transition to independent accommodation.

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

Behaviour management and risk management are poor. Management oversight of these practice issues is also poor. One child, assessed as vulnerable to exploitation, has been in the community on three occasions without staff supervision, contrary to her safety plan.

Managers have not adhered to child protection procedures. A particularly vulnerable child raised concerns that a member of staff had left her unsupervised in the community. The managers investigated this by discussing it with the member of staff before consulting the local authority designated officer. The child's social worker assessed that being left unsupervised had caused the child distress, affected her relationships within the home and ultimately led to an unplanned ending to the placement.

On another occasion, a member of staff left two children alone in the home. This was contrary to the children's risk assessments. One of the children contacted senior managers to make them aware of this. The children were alone for a short period of time until a manager arrived to care for them.

Managers have not reviewed these incidents and shared the learning to prevent similar safeguarding shortfalls from recurring.

At the previous inspection, weaknesses were identified in relation to staff's and

manager's understanding of how to manage allegations against staff who work with children. A requirement was made for staff to receive training. Staff received online training in September 2019. This is not a timely or robust response to the concerns raised at the previous inspection.

Risk management has not been effective. A child with a risk management plan that identified a need for one-to-one supervision and regular monitoring while in her room managed to leave the home. She was assessed to be at high risk of going missing and vulnerable to exploitation, and was known to steal. She was able to steal a large amount of money from the staff office then leave via her bedroom window, having broken the window restrictors. She was missing for over 24 hours. This was the second incident of this child being missing from the home in the short period that she has lived there.

There has been an increase in the use of physical restraint and an increase in assaults to staff by children. Behaviour management strategies have not been reviewed and changed when they are making no difference to children's behaviours.

The effectiveness of leaders and managers: inadequate

Leaders and managers have failed to promote children's welfare, prevent children from being exposed to risk of harm or support them to make progress.

Since the previous inspection, three children have left the home in an unplanned way, following a deterioration in behaviours, poor engagement in education and poor relationships with staff.

Managers have failed to put in place systems that help them to accurately assess the quality of care and understand the impact that care arrangements have on the progress and experiences of each child. Leaders and managers have not undertaken effective reviews to prevent mistakes from being repeated.

A child was admitted to the home four weeks prior to the inspection. Managers were aware of her history of high-risk missing-from-home episodes and her vulnerability to exploitation. They were also aware that she had been assessed as having post-traumatic stress disorder. Staff were unable to prevent her from going missing from the home with a large amount of cash. Leaders and managers do not appear to have recognised the seriousness of this incident. Ofsted was not notified. The manager's response to the concerns raised during the inspection was that she has had fewer missing incidents than in previous placements. This minimises the serious risk of harm to this child when she goes missing, in these circumstances.

At the previous inspection, concerns were raised about a child being able to break the window restrictors on a bedroom window. This increased the risk of harm to two children. Prior to this inspection a similar incident occurred that led to a significant risk of harm to a child. This demonstrates poor monitoring of, and response to, known risks within the home.

Three different home managers have been in charge of the home since the last

inspection. Over half of the staff group has also changed since the previous inspection. This neither supports continuity of care nor fosters stable relationships.

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 difference 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: 1236625

Provision sub-type: Children's home

Registered provider: Happy Group (UK) Limited

Registered provider address: West Walk House, 99 Princess Road East, Leicester
LE1 7LF

Responsible individual: Ranjit Bains

Registered manager: Post vacant

Inspector(s)

Cathey Moriarty, social care inspector

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