

# 1275966

## **Hillcrest Children's Services (2) Limited**

Monitoring visit

Inspected under the social care common inspection framework

### **Information about this children's home**

This privately owned home is registered to accommodate up to six young people who have social and/or emotional difficulties.

The registered manager has been in post since November 2019 and was registered with Ofsted on 12 June 2020.

**Inspection date:** 19 August 2020

### **This monitoring visit**

Ofsted carried out a monitoring visit to the home on 19 August 2020. This visit was undertaken in response to concerns identified in notifications and through complaints received by Ofsted about the home.

The inspectors found that children are not safe at this home. However, leaders and managers took urgent action to address the concerns raised during this inspection. This resulted in making a request to Ofsted to vary the home's conditions of registration.

At the time of the monitoring visit, two children were living in the home. Managers have made plans for these children to move on from the home in a planned way. The new condition will mean that the home is temporarily closed from 26 August 2020.

Inspectors found that the staff do not have the skills and experience to manage children's behaviour, and incidents escalate because staff do not use effective de-escalation techniques to manage incidents in the home. Conflict management is not effective and there is no use of restorative practice to improve children's sense of personal responsibility. As a result, children do not feel safe living in this home, and this is reflected in their escalating behaviour.

Staff do not provide children with clear boundaries and, therefore, children do not learn what is safe and acceptable. The inspectors found that the care provided to

children was inconsistent and was dependent on which staff were working in the home. Staff have not worked collaboratively, and consequently children have not been provided with consistency or stability.

The registered manager has ensured that comprehensive risk assessments are in place for each child. Despite having detailed plans, staff have failed to follow these risk assessments. For example, when children go missing from the home, the police should be contacted after 20 minutes. However, on several occasions, staff have not followed this and children have been placed at increased risk because of a delay in notifying the police. This has resulted in young children being missing from the home sometimes overnight and in a very rural location, where there are numerous risks, including access to farming machinery and a local canal.

Staff undertake key-work sessions with children. However, this is reactive to incidents rather than meeting the child's needs as outlined in their care plan. The registered manager has failed to monitor and review key work and staff have not been given support and guidance about undertaking planned work with children. This is a missed opportunity to engage children in work which is meaningful and helps them to develop positive relationships with peers and staff.

The registered manager has ensured that the records of physical intervention are robust and that debriefs have been undertaken with staff and children. However, other aspects of behaviour management have not been reviewed for effectiveness. The inspectors found that staff use consequences with children which do not reflect the behaviour and have little or no impact. Children do not benefit from a consistent approach to behaviour management and do not learn about how to manage their behaviour and feelings safe.

The home has experienced a turbulent period and considerable damage has been caused through violent and aggressive incidents. Managers have ensured that repairs to the home have been undertaken swiftly.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/12/2019	Full	Good
06/08/2019	Full	Inadequate
05/03/2019	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 mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure that staff meet each child's behavioural and emotional needs, as set out in the child's relevant plans; help each child to develop socially aware behaviour; encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding and help each child to develop and practise skills to resolve conflicts positively and without harm to anyone.</p> <p>(Regulation 11 (1)(a)(b)(c)(2)(a)(i)(ii)(iii)(iv))</p>	25/09/2020
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure that staff 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; help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other; take effective action whenever there is a serious concern about a child's welfare; 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.</p> <p>(Regulation 12 (1)(2)(a)(i)(ii)(iii)(iv)(vi)(b))</p>	25/09/2020
<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 helps children aspire to fulfil their potential; and promotes their welfare. In particular,</p>	25/09/2020

<p>the standard in paragraph (1) requires the registered person to 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; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child and use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>(Regulation 13 (1)(a)(b)(2)(a)(b)(c)(h))</p>	
<p>The registered person must prepare and implement a policy (“the behaviour management policy”) which sets out how appropriate behaviour is to be promoted in the children’s home; and the measures of control, discipline and restraint which may be used in relation to children in the home.</p> <p>(Regulation 35 (1)(a)(b))</p>	25/09/2020

## Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children’s home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

## Children’s home details

**Unique reference number:** 1275966

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

**Registered provider:** Hillcrest Children’s Services (2) Limited

**Registered provider address:** Turnpike Gate House, Alcester Heath, Alcester, Warwickshire B49 5JG

**Responsible individual:** Clive Coombs

**Registered manager:** Angela Earl-Sadiq

## Inspectors

Annemarie Parker, social care inspector  
Patrick McIntosh, social care inspector

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