

SC035687

Hesley Services Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This is a residential special school that is owned and managed by a private company. It is registered as a children's home and offers care and accommodation for up to 37 children with learning disabilities and/or learning difficulties, together with complex needs, including behaviour that may challenge. The home consists of 16 separate houses.

The manager registered with Ofsted in June 2018. However, they are not currently in day-to-day charge of the operation of this registration.

Inspectors were aware during this inspection that serious child protection allegations were being investigated by the appropriate authorities.

Inspection date: 5 May 2021

This monitoring visit

A monitoring visit was undertaken on 2 March 2021. This visit identified significant failings in the management and leadership arrangements of the home, and the employment of staff. Ofsted issued compliance notices under regulation 13 and 33 of 'The Children's Homes (England) Regulations 2015'.

A further assurance visit was conducted on 18 and 19 March 2021. This visit identified further breaches in regulations impacting on the care and protection children received. During this visit, the inspectors found serious inadequacies in the recruitment, induction and ongoing supervision and development of staff. Due to the significant failings, Ofsted served an Emergency Suspension Notice on 19 March 2021. The report is published on our website.

This monitoring visit was conducted to monitor the provider's compliance with meeting the Emergency Suspension Notice and the steps identified in the compliance notices.

This monitoring visit confirmed that the provider has complied with the Emergency Suspension Notice. However, the provider has yet to demonstrate that it has fully met the steps in the compliance notices.

A tour of the home confirmed that there are no children living in any of the 16 homes linked to this registration.

The provider has conducted a review of the service. It has identified that, while robust monitoring systems have been in place to provide effective analysis of staff practice, supervisions and team meetings, leaders and managers have failed to consistently implement these. The provider has taken action and is currently investigating these failings. An action plan is in place to address the shortfalls raised.

The leadership team has ensured that some senior staff have now received additional supervision and management training to help them develop the staff team. However, not all senior staff have received this. This lack of training hinders the ability of the supervisors to provide staff with sound support and guidance in their care of children.

While supervision sessions for staff have improved, not all night staff receive this. Furthermore, the manager identified that the quality of supervision for those that do receive this is not consistently good.

Although the provider has devised a competency-based training package to test professional knowledge and understanding of the staff, this is in its infancy. Therefore, the provider has not yet tested the effectiveness of this.

The provider has reviewed and updated its recruitment policy to support the induction of new staff. However, as no new staff have been recruited the effectiveness of this was not tested.

Staff have been supported to increase their knowledge and understanding of their roles and responsibilities in safeguarding children through further safeguarding training. Furthermore, staff are now being supported to learn and reflect on their practice as team meetings are now taking place.

Overall, not enough time has elapsed to enable senior leaders to test whether the management monitoring systems are consistently used and are effective in preventing repeat concerns being highlighted. Therefore, a further compliance notice under regulation 13 was issued.

Senior leaders have not had sufficient time to test whether managers and staff consistently implement the policies, procedures, systems and processes in place to improve the recruitment and training for staff. Senior leaders have yet to monitor the effectiveness of these systems in improving the care experiences for children. Therefore, a compliance notice under regulation 33 was issued.

The new interim manager has been in post since April 2021. She is working alongside the registered provider to implement the provider's extensive action plan. This plan is in place to address the six requirements that were raised at the assurance visit under regulation 12, 16, 26, 28, 32 and 35. These requirements were not considered at this monitoring visit.

These requirements, along with the three requirements raised under regulation 9, 13 and 33, the latter two of which were raised as compliance notices at the monitoring visit on 2 March 2021, have yet to be met. All these requirements will remain in place alongside the Emergency Suspension Notice. The compliance notices under regulation 13 and 33 will be re-issued.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|------------------------|
| 12/11/2019 | Full | Good |
| 28/11/2018 | Full | Good |
| 12/12/2017 | Full | Good |
| 28/02/2017 | Interim | Improved effectiveness |

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, the 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 with the given timescales.

| Requirement | Due date |
|---|----------------|
| <p>The enjoyment and achievement standard is that children take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, cultural, intellectual, physical and social interests and skills.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff help each child to—</p> <p>develop the child's interests and hobbies;</p> <p>participate in activities that the child enjoys and which meet and expand the child's interests and preferences; and</p> <p>make a positive contribution to the home and the wider community; and</p> <p>that each child has access to a range of activities that enable the child to pursue the child's interests and hobbies. (Regulation 9 (1) (2)(a)(i)(ii)(iii)(b))</p> <p>This requirement, which was issued as a result of the monitoring visit carried out on 2 March 2021, was not considered during this visit.</p> | 1 October 2021 |
| <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;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> | 1 October 2021 |

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| <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>are familiar with, and act in accordance with, the home's child protection policies;</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;</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; and</p> <p>that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(iii)(v)(vi)(vii) (b)(d)(e))</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>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;</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)(a)(h))</p> | 6 June 2021 |
| <p>The registered person must compile in relation to the children's home a statement ("the statement of purpose") which covers the matters listed in Schedule 1.</p> <p>Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose.</p> <p>(Regulation 16 (1) (5))</p> | 1 October 2021 |
| <p>An individual may only carry on a children's home if the individual satisfies the requirements in paragraph (5).</p> <p>A responsible individual must—</p> | 1 October 2021 |

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| <p>have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated.</p> <p>(Regulation 26 (1) (7)(b))</p> <p>This specifically relates to the responsible individual's capacity and skills to supervise the management of the home effectively.</p> | |
| <p>A person may only manage a children's home if—</p> <p>the person is of integrity and good character;</p> <p>having regard to the size of the home, its statement of purpose, and the number and needs (including any needs arising from any disability) of the children—</p> <p>the person has the appropriate experience, qualification and skills to manage the home effectively and lead the care of children. (Regulation 28 (1)(a)(b)(i))</p> <p>This specifically relates to the registered manager's capacity and skills to manage the home effectively.</p> | 1 October 2021 |
| <p>The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>The requirements are that—</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform.</p> <p>(Regulation 32 (1) (3)(b))</p> <p>This specifically relates to staff being sufficiently skilled and qualified to support children with communication needs.</p> | 1 October 2021 |
| <p>*The registered person must—</p> <p>ensure that each employee completes an appropriate induction.</p> <p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development;</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (1)(a) (4)(a)(b))</p> | 6 June 2021 |
| <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>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> | 1 October 2021 |

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| <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)(viii)(b)(i)(ii)(c))</p> | |
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*These requirements are subject to a compliance notice.

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: SC035687

Provision sub-type: Residential special school

Registered provider: Heisley Services Limited

Registered provider address: Hesley Hall Coach House, Hesley, Doncaster, South Yorkshire DN11 9HH

Responsible individual: Susan McLean

Registered manager: Deborah Smith

Inspector

Janine Shortman-Thomas, Social Care Inspector

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