

1244350

Registered provider: Haven Care Group Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a private provider. The home is registered to provide care for up to three children whose adverse childhood experiences can lead to them exhibiting complex behaviours.

There is no registered manager in post. The provider has appointed an interim manager who took up her post on day two of the inspection.

Inspection dates: 18 to 19 October 2021

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	inadequate
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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: 28 June 2021

Overall judgement at last inspection: inadequate

Enforcement action since last inspection:

As a result of the findings of the last full inspection in June 2021, Ofsted issued a notice of restriction to prevent any further children being admitted to the home. Four compliance notices were issued under regulation 8, regulation 10, regulation 13 and regulation 14.

A monitoring visit was conducted on 5 August 2021. The inspector identified that sufficient action had been taken for the compliance notices that had been raised under regulation 8 and regulation 10 to be considered met. However, the compliance notices issued under regulation 13 and regulation 14 had not been met. These notices were reissued. Ofsted was also not assured that managers had sufficient oversight of the service, or that staff had the skills and experience they required in order to care for more than the one child who was living in the home. Because of this, the notice of restriction remained in place.

A further monitoring visit was conducted on 13 September 2021. Managers had made sufficient progress for both remaining compliance notices to be considered met. In addition, on consideration of the impact of the improvements made, Ofsted allowed the notice of restriction to lapse.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/06/2021	Full	Inadequate
14/01/2020	Full	Requires improvement to be good
17/10/2019	Full	Inadequate
13/08/2018	Full	Good

Inspection judgements

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

Since the last inspection, no children have moved into or out of the home. One child remains living in the home.

Managers ensure that there is a stable staff team working at the home. This enables the child to maintain consistent, trusted relationships with the people who care for her. As a result, the child is relaxed and at ease in her home.

Staff understand the child's health needs and are proactive in supporting these. Because of this, the child's health is improving. For example, the child is leading a healthier lifestyle and this is having a positive impact on her self-esteem.

Staff are supportive of the child's education and have built good relationships with her college. This has enabled her to sustain her longest time in education since she came to live in the home.

Despite this progress, there are continued omissions in the care that is provided in relation to preparing the child for adulthood. Staff do not regularly review and update plans. This means that where plans are not effective, for example if the child is not meeting her objectives, there is no response to this. In addition, when staff undertake individual work with the child, this lacks focus or structure. The impact of these shortfalls is significant. As a result of this lack of oversight, the child is ill-prepared for the reality of leaving the home, which is due to happen imminently.

There has been one complaint received since the last inspection. Managers have failed to ensure that this has been responded to in a timely way. This delay leaves the child feeling that she is not listened to.

Managers do not show attention to detail in the maintenance of the home. Although managers have ensured that a spare bedroom has been refurbished to allow for a new child to move in, they have not ensured that the décor in the lounge has been attended to. This fails to prioritise the lived experience of the child already living in the home.

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

Staff have made improvements to the arrangements for assessing risk. Risk assessments are detailed and regularly updated. This ensures that staff have the necessary information to enable them to safeguard the child. However, when new risk patterns emerge, staff are slow to identify or respond to these. This lack of action has left the child vulnerable to financial exploitation.

Managers have not taken any action to respond to previous shortfalls in staff knowledge and understanding of incidents of restraint. In part, this is due to there not having been any incidents since the last inspection. However, as a result of the delay in responding to this matter, managers are unable to demonstrate that staff practice is safe.

Arrangements for the safe management of medication are inconsistent. Mainly, there are good processes in place for the safe administration of medication. However, improvements can be made in ensuring staff are consistently signing to show medication has been administered.

Managers have not assured themselves as to the safety of the home's location. In particular, the location risk assessment contains out-of-date information. This leaves staff without up-to-date local information to inform their decision-making.

There continue to be shortfalls in the arrangements for the safe recruitment of staff. Because of this, managers cannot be assured that all staff who work in the home are suitable.

The effectiveness of leaders and managers: inadequate

The home has not had a consistent manager in post since the full inspection in June 2021. In recent weeks, there has been a total lack of any management oversight in the home. In particular, managers could not demonstrate to inspectors that there had been an acting manager present at the home since 3 September 2021. In the interim, the deputy manager has been providing day-to-day management cover. This lack of clear management has had a significant impact on the ability of managers and staff to make the improvements required in response to the last inspection. As a result, nine of the requirements raised at the last inspection have been restated following this inspection. The responsible individual recognises this and has appointed an acting manager from within the organisation to provide ongoing support until a registered manager is appointed.

Managers do not ensure that there are arrangements for the supervision and appraisal of staff. In addition, when staff are subject to a period of probation, this is not reviewed in line with the organisation's policy. These missed opportunities for staff to reflect on their practice and development needs have an impact on the speed of improvement in the home.

Managers have made improvements to the training arrangements for the staff. Because of this, staff are equipped with the skills and knowledge that they require to care for a child with complex needs.

Managers have not addressed shortfalls in the staff duty roster. This does not accurately reflect who is working in the home. This limits the managers' oversight of the home. As a result of the inaccuracies, there have been occasions when there has not been a member of staff who has a first-aid qualification on duty.

Managers have not taken action to improve the manager's review of the quality-of-care. This ongoing shortfall prevents managers from understanding or responding to the repeated shortfalls in the service.

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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home's statement of purpose;</p> <p>ensure that staff—</p> <p>provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background. (Regulation 6 (1)(a)(b) (2)(a)(b)(iv))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to staff providing care that reflects the child's individual needs and plans.</p>	19 December 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>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person.</p>	19 December 2021

<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)(a)(v)(d))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to ensuring that staff act on emerging concerns to ensure that children are safeguarded.</p> <p>Also, it refers to ensuring that the home is well maintained and that maintenance issues are addressed in a timely manner.</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>ensure that staff have the experience, qualifications and skills to meet the needs of 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)(c)(h))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to ensuring that managers implement systems that enable them to monitor and review staff practice within the home, to ensure that children receive safe care that reflects their needs and plans.</p>	<p>19 December 2021</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>19 December 2021</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,</p> <p>if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</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)(d))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to the registered manager ensuring that they are satisfied that full safe recruitment checks have been undertaken before an individual starts work in the home.</p>	
<p>The registered person must ensure that all employees—</p> <p>have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(c))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to managers ensuring that staff appraisals are supported with specific, measurable plans to support their development</p> <p>Also, it refers to managers ensuring that arrangements for probation and supervision of staff are in line with the organisation's policy.</p>	<p>19 December 2021</p>
<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>19 December 2021</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> <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.</p> <p>(Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to the registered manager ensuring that all staff involved in an incident of physical intervention are spoken to within 48 hours.</p>	
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children's home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4.</p> <p>(Regulation 37 (1) (2)(a))</p>	<p>19 December 2021</p>

<p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to maintaining a record of actual hours worked that include everyone who is employed in the home, including the registered manager.</p>	
<p>Subject to paragraph (6), the registered person must establish a procedure for considering complaints made by or on behalf of children.</p> <p>The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39 (1) (3))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to ensuring that complaints are progressed in line with the organisation's complaints policy.</p>	<p>19 December 2021</p>
<p>The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—</p> <p>the quality of care provided for children;</p> <p>the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and</p> <p>any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.</p> <p>After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ("the quality of care review report").</p> <p>The registered person must—</p>	<p>28 October 2021</p>

<p>supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and</p> <p>make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home.</p> <p>The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))</p> <p>This requirement was made at the last inspection and is restated.</p> <p>This particularly refers to the registered manager ensuring that the quality of care and associated report considers all aspects of children's care over the reporting period and is used to inform measurable service development.</p>	
<p>The registered person must review the appropriateness and suitability of the location of the premises used for the purposes of the children's home at least once in each calendar year taking into account the requirement in regulation 12(2)(c) (the protection of children standard).</p> <p>When conducting the review, the registered person must consult, and take into account the views of, each relevant person. (Regulation 46 (1)(2))</p> <p>This particularly refers to ensuring that the locality risk assessment is up to date and reflects the children who are living in the home.</p>	<p>19 December 2021</p>

Recommendations

- The registered person should ensure that at least one person on duty at any given time in a children's home has a suitable first-aid qualification. ('Guide to the children's homes regulations including the quality standards', page 34, paragraph 7.13)
- The registered person should ensure that they make suitable arrangements to manage, administer and dispose of children's medication. ('Guide to the children's homes regulations including the quality standards', page 35, paragraph 7.15)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, 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: 1244350

Provision sub-type: Children's home

Registered provider: Haven Care Group Limited

Registered provider address: Unit 6 Barberry Court, Parkway, Centrum One Hundred, Burton-on-Trent DE14 2UE

Responsible individual: Emma Smith

Registered manager: Post vacant

Inspector

Tracey Coglan Greig, Social Care Inspector

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