

1244413

Registered provider: No. 57 Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned and managed by a private organisation. It is registered to provide care for up to three children who may have social, emotional and/or behavioural difficulties. The manager has been registered since 4 December 2018.

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers carried out under the social care common inspection framework (SCCIF) on 17 March 2020. We returned to routine SCCIF inspections on 12 April 2021.

We last visited this setting on 9 September 2020, to carry out an assurance visit. The report is published on the Ofsted website.

Inspection dates: 18 to 19 October 2021

Overall experiences and progress of children and young people, taking into account **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 provides effective services that meet the requirements for good.

Date of last inspection: 27 February 2020

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/02/2020	Interim	Sustained effectiveness
13/11/2019	Full	Good
05/03/2019	Interim	Sustained effectiveness
12/06/2018	Full	Requires improvement to be good

Inspection judgements

Overall experiences and progress of children and young people: good

Children build good relationships with staff who know them well. Staff take time to get to know the children and develop secure and trusting bonds with them. Children feel able to confide in staff when they have worries or concerns.

Staff understand the importance of education. Children attend every day and are making good progress in line with their personal education plans. When issues arise, staff and education professionals work together to ensure that these are quickly addressed with minimal impact on children's learning. Consequently, children begin to recognise how education will shape their futures in a positive way.

Children are in good health and staff ensure that they are able to attend all of their health appointments. Staff also support children to access specialist mental health services that help them to start to consider their previous experiences and trauma. This allows children to explore their thoughts and feelings. Staff provide care that helps children to feel secure and learn to express themselves appropriately. One professional stated: '[Staff are] intuitive in their care, helping children to make remarkable progress.'

Staff support children to develop their independence in an age-appropriate way. Children are encouraged to help around the home and keep their bedrooms clean and tidy. Staff facilitate children making friends in the local area and spending independent time out of the home. Children are developing skills which will help them in their next stages of their lives.

Children are encouraged to pursue their interests and hobbies. One child has joined a local football team, and another is learning to box. Staff provide opportunities for new experiences, and children have been able to enjoy a summer holiday. Staff capture the memories of these important events by collecting photographs and memorabilia, so as to provide the children with a record providing the children with a record of positive times at the home.

Staff do not always ensure that the children's care plans and risk assessments are regularly updated. Some aspects of plans are no longer relevant, but have not been removed. Plans do not articulate the cultural needs of children so that the staff can demonstrate how these needs are met. For example, one child uses specialised hair products and styling. While this is accommodated, it is not explicit in their plan.

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

Children become increasingly safe because staff understand their needs and can effectively manage their behaviour. Staff use regular key-work sessions to support

children to learn socially appropriate ways of expressing their frustrations and anxieties. This means that staff do not need to use physical restraint.

Children are not involved in substance or alcohol misuse. They are not at risk of exploitation and rarely go missing. One child has been recorded as missing on one occasion. This was well documented and staff explored all avenues to quickly locate the child, in line with good practice. There have been no reoccurrences, because children feel safe in the care of staff.

Not all staff fully understand their roles and responsibilities in reporting safeguarding concerns. Although this has not led to a failure to protect children, staff require a fluent understanding of safeguarding procedures. Children could be at risk of harm if policies and procedures are not followed correctly.

Children's risk assessments are not updated in line with the guidance set out by the home. This has not resulted in any unmet needs or safeguarding concerns, because the children's needs have not changed. However, without regular oversight and reflection, the children's risk assessments may not remain relevant and effective.

The home needs some repairs and maintenance, and the manager has plans in place to address these. However, a recent health and safety audit identified that electric sockets in the office require attention. There has been an unacceptable delay in addressing this issue.

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

The home is managed by an experienced manager who provided consistency for the staff and children during a time of change and upheaval. Staff are supportive of the manager and described her as approachable. They feel well supported by her in their own roles.

Feedback from professionals demonstrates that the manager and staff work positively with other agencies for the benefit of children. These relationships are effective in maintaining good communication, and the manager advocates well for the children.

The home has a core team of staff who are employed by the organisation. However, due to changes in the organisation's structure, the manager is often reliant on agency staff. There is insufficient flexibility in the rota to ensure that shifts are covered and that key tasks are completed. One of the consequences is that key documents are not signed by the staff or manager. This means that the manager's oversight is reduced, which may result in practice issues not being addressed.

Leaders and managers are not always able to deliver care as set out in the home's statement of purpose. Staff have not completed the necessary training to deliver a therapeutic model of care. This means that the stated aims of the service are not always achieved.

Leaders and managers do not have effective monitoring systems in place. This means that they do not have good oversight of the progress of the home and its areas of strength and areas for development. The registered manager completed a review of the quality of care provided by the home. However, there was no evidence of consultation with children, their families or other professionals. The report did not demonstrate the impact of the care provided on the experiences and progress of children. This means that leaders and managers do not have insight into how to develop the service and make improvements which benefit children.

The registered manager does not ensure that she has access to children's most up-to-date care plans. There is no evidence of consistent challenge to the local authority or escalation when this has been unsuccessful. This means that plans for the care of children may not always reflect their current needs.

Staff supervision and appraisal are not always delivered in line with the organisation's policy. Supervision is not consistently recorded, and staff are not routinely provided with a signed copy of the record for their reference.

When children make complaints, they are not always responded to within appropriate timescales. When one child made a complaint, the manager failed to notify the relevant professionals, and has not given feedback to the child. Furthermore, while actions were taken to make the child safer, this was not sufficient to remove all manageable risks. This left the child and individual staff members in a potentially vulnerable position.

Serious incidents rarely occur, but when they happen the manager does not always notify Ofsted. This prevents independent scrutiny of the actions taken to ensure the safety and well-being of children.

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>In meeting the quality standards, the registered person must, and must ensure that staff—</p> <p>if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5 (c))</p>	30 November 2021
<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; and</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>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)(b)(iv))</p>	30 November 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>	30 November 2021

<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; and</p> <p>are familiar with, and act in accordance with, the home's child protection policies; and</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. (Regulation 12 (1) (2)(a)(i)(vii)(d))</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>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home has sufficient staff to provide care for each child; and</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)(c)(d)(h))</p>	30 November 2021
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))</p>	30 November 2021
<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>	30 November 2021

<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>	
<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>In particular, the registered person must ensure that complaints are recorded, and that an outcome is provided for the complainant within the relevant timescales.</p>	30 November 2021
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>there is an allegation of abuse against the home or a person working there;</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(c)(e))</p>	30 November 2021
<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; (Regulation 45 (1)(2)(a)(b))</p> <p>In particular, ensure that the report contains the views and wishes of the children, and demonstrates the impact of the quality of care on the outcomes and experiences of children.</p>	30 November 2021

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: 1244413

Provision sub-type: Children's home

Registered provider: No. 57 Ltd

Registered provider address: 2 The Calls, Leeds LS2 7JU

Responsible individual: David Hitchen

Registered manager: Alison List

Inspector

Deb Duffy, Social Care Inspector

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