

# 1229534

Registered provider: Halliwell Homes Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This is a private children's home that provides care for up to eight children. The home's statement of purpose states that children living in this home may have a range of social and emotional difficulties.

The previous manager left their role in September 2021. The new manager registered with Ofsted in December 2021. She is suitably experienced and qualified.

### Inspection dates: 7 and 8 June 2022

<b>Overall experiences and progress of children and young people,</b> taking into account	<b>good</b>
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	good
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The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 28 March 2022

**Overall judgement at last inspection:** improved effectiveness

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/03/2022	Interim	Improved effectiveness
13/04/2021	Full	Requires improvement to be good
06/08/2019	Full	Good
30/10/2018	Full	Good

## Inspection judgements

### **Overall experiences and progress of children and young people: good**

Children are happy in their home. They have developed positive relationships with a nurturing and supportive staff team. One parent reported that staff care for their son and offer support to their family. Children regularly attend school. They are helped to understand their behaviour and make better choices. Furthermore, children make good progress because they are now provided with clearer boundaries, structures and routines.

The home environment has been refurbished to make it homely and modern. Children's bedrooms are personalised nicely and reflect that the children are well cared for. Children are encouraged to play together. They enjoy fun days out, including going to theme parks, and have completed, as a group, a 100-mile walk to raise money for charity. Children also attend a variety of community-based clubs, such as gymnastics, Scouts and Guides.

Social workers reported that, when children move into the home, the plans are structured to help reduce children's anxieties. The staff team communicates regularly with social workers. When children move out of the home, their moves have mostly been positive. When children's placements have come to an end unexpectedly, families have praised the support provided to their child.

For one child, the manager has failed to escalate her concerns to the child's placing authority effectively. This has contributed to a delay in the completion of some essential assessments. This has resulted in a delay in the permanency planning for the child. However, the manager has taken action to facilitate regular placement review meetings with the placing authority. This will ensure that there are no further delays in working towards the long-term plan for the child.

Children's health needs are monitored well. The staff understand their role in the restorative parenting programme and the therapeutic support that children require to meet their needs. The staff team is supported regularly by a qualified clinical team to deliver this work effectively. Staff support children to explore their identities in a supportive and non-judgemental way. Children are taught to respect each other's choices and identities.

Children are provided with lots of opportunities to ensure that their views, wishes and feelings are heard. Children have a say in the running of their home and share their views about their care through regular house meetings. However, children are not routinely provided with feedback in relation to their requests at these house meetings. This means that children are not given the reasons when their requests cannot be agreed.

Key-work sessions focus on the objectives of children's placements, as agreed with social workers and in consultation with the in-house clinical team. The staff team

uses effective parenting techniques to help children to address their emotions and talk about how they feel. Additionally, monthly workshops are effective in engaging children to educate them about important topics such as racism, mental well-being and healthy relationships.

### **How well children and young people are helped and protected: good**

Children feel safe and secure at the home. Social workers said that the staff team is proactive in safeguarding children to minimise risk. Safety planning for one child has been particularly robust to ensure that the child, their peers and the staff team have been safeguarded effectively. Staff are vigilant in their practice and work consistently with the strategies set out in children's individual support plans.

Matching risk assessments evidence that the needs of the current group of children are considered against any new child's risk-taking behaviour, prior to them moving into the home. Strategies are identified to determine how any shared risks can be managed safely. The staff team is involved in the matching process, which empowers them and helps them to have a clear focus on the support a child requires when they move into the home.

A positive behaviour support model of care is embedded in staff practice and has been effective in supporting staff to understand children's trauma-led behaviour. Children are more settled because there is a stable staff team providing continuity of care. Consequently, the use of restraint has reduced for all children. The manager uses her monthly monitoring reports effectively to focus on trends and patterns of children's behaviour to inform future practice.

Children rarely go missing from the home. Despite this, each child has a clear missing-from-home protocol in place. Staff respond to any incidents without delay and ensure that children are returned safely and within minimal timescales.

Serious incidents are responded to well by the staff team. Debriefs are promptly undertaken with both the staff and children. Safety planning is immediately implemented to prevent further incidents. Following a significant incident, additional follow-up work was identified as being required for one child. However, this work was not undertaken. Additionally, the child's behaviour support assessment records were not updated in relation to the child's risk-taking behaviour. This means that staff were not provided with current information about how the child's behaviour should be monitored or managed.

Children have made no complaints and bullying is not a concern in the home. Children said that staff quickly manage any conflict between children before it escalates. Allegations are responded to appropriately to safeguard all involved. The staff team is confident in their use of whistle-blowing, and safeguarding professionals are notified within suitable timescales to ensure that there is a transparent approach to allegation management.

## **The effectiveness of leaders and managers: good**

The registered manager is highly motivated, enthusiastic and child-focused. She has provided stability and consistency since she transferred to the home. She has made significant improvements in the level of care and management oversight. The manager is supported by two knowledgeable and experienced deputy managers who work together positively to motivate the staff team.

The manager has a thorough understanding of the children. She will challenge decisions to promote better life chances for children and advocates on their behalf to ensure that their needs are met. The manager's consultations with children encourage children to provide honest feedback about their care, and demonstrate the positive relationships children have developed with the manager.

The staff team has stabilised, and retention of staff has improved. Some staff have retracted their notice since the arrival of the current manager to the home. Staff said that they receive high levels of support and that they now enjoy their roles again. They feel valued and listened to. One staff member said, 'Morale is at an all-time high.'

Staff receive consistent practice-related supervision. New staff members are provided with additional support throughout their probationary period. Staff development and progression are promoted in the team. Mandatory training is regularly refreshed. Additional training specific to children's needs is provided, which ensures that the staff team has an in-depth insight into children's behaviours.

Team meetings are child-focused and supportive. The staff value the attendance of senior managers at these meetings on occasions, so that the staff team's views can be heard. Prompt action is taken when requests or suggestions are made to improve the service. Additionally, the manager's workforce development plan provides a clear and realistic vision of her aspirations to develop the home in the coming months.

The manager's quality-of-care report provides a reflective account of children's achievements and any action to be implemented to resolve barriers to their progression. However, the quality of the independent visitor reports is poor. They do not include regular feedback from children, family members or professionals. They lack detail about staff management of serious incidents, and they do not consistently reflect whether children are safeguarded effectively.

## 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—</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>	21 July 2022
<p>When the independent person is carrying out a visit, the registered person must help the independent person—</p> <p>if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires.</p> <p>The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether—</p> <p>children are effectively safeguarded; and</p> <p>the conduct of the home promotes children's well-being. (Regulation 44 (2)(a) (4)(a)(b))</p>	21 July 2022

### Recommendations

- The registered person should ensure that the manager provides feedback to children regarding their views and feelings shared at house meetings. ('Guide to the Children's Homes Regulations, including the quality standards', page 22, paragraph 4.11)
- The registered person should ensure that children's behaviour support assessments include up-to-date information about children's risk-taking behaviour, and that staff are provided with clear guidance of how children's risk-taking behaviour should be monitored and managed. ('Guide to the Children's Homes Regulations, including the quality standards', page 42, paragraph 9.5)

- The registered person should ensure that staff evidence that they complete additional follow-up work with children to address risk-taking behaviour and help children to manage their emotions. ('Guide to the Children's Homes Regulations, including the quality standards', page 43, paragraph 9.9)

## **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:** 1229534

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

**Registered provider:** Halliwell Homes Limited

**Registered provider address:** Pearce House, 80 Cawdor Street, Eccles M30 0QF

**Responsible individual:** Paul Bliss

**Registered manager:** Cree Rowbottom

## Inspectors

Cheryl Field, Social Care Inspector  
Claire Hobbs, Social Care Inspector



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