

# 1249264

Registered provider: Radical Services Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This home is operated by a private company. It provides care for up to four children with social and emotional difficulties.

At the time of the inspection, one child was living in the home and was spoken to by the inspectors.

The registered manager post has been vacant since January 2023.

### Inspection dates: 18 and 19 May 2023

**Overall experiences and progress of children and young people, taking into account** **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded. The care and experiences of children and young people are poor.

**Date of last inspection:** 24 May 2022

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/05/2022	Full	Good
22/06/2021	Full	Requires improvement to be good
28/04/2021	Full	Inadequate
27/11/2019	Full	Outstanding

## Inspection judgements

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

Children's experiences and progress are limited due to ineffective care planning and significant shortfalls relating to safeguarding practice and the leadership and management of the home.

The manager has not ensured that children's risk-taking behaviours have been thoroughly considered or how the staff team can meet the children's needs. This has led to children moving into and on from the home in an unplanned way, creating more disruption to their lives and giving them a negative experience of living at the home.

Staff do not understand children's individual needs. They do not have access to children's relevant plans. This includes placing authority care plans, individual health assessments and personal education plans. Ultimately, children do not make sustained progress in relation to their education, health and well-being.

The manager and staff do not have a good understanding of the educational needs of the child living at the home and do not have access to relevant education plans. Staff are not promoting opportunities for informal learning.

The child was sitting an exam during the inspection. The manager was unable to evidence that staff have supported the child with exam preparation and revision. This does not promote high aspirations for the child.

Children are not routinely involved in making decisions about their care. Their views, wishes and feelings are not heard. Children have not had opportunities to access their care plans or to make contributions. This does not empower children to make decisions about their lives.

The child told inspectors that they like living at the home because staff help them to see their family and other significant people in their life. The staff have started a journey log with the child. This means that the child is helped to maintain relationships with people who are important to them and look back on their time at the home.

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

Children are not adequately protected, due to the manager and staff's safeguarding failings. There are no current risk management plans in place. Some staff are unaware of the child's risk-taking behaviour and are not provided with effective strategies to reduce or manage risk.

Managers do not demonstrate that there is a strong and proactive response to managing risk and reducing harm. Leaders, managers and staff have not taken appropriate action to manage allegations or keep sufficient records, in line with the home's policy and regulation. This means children have been left vulnerable and their safety and well-being have been compromised.

One physical intervention record has not been completed. It is unclear if the staff involved and the child had a debrief, in line with regulation. Not all staff are trained in physical intervention and de-escalation techniques. This means there has been a missed opportunity to review staff practice and consider lessons learned.

Children have assaulted one another. It is unclear how this was managed. Staff have not had the opportunity to reflect on their practice to make any required amendments to safeguard children.

Managers and staff have not routinely spoken to children about their risk-taking behaviours and supported the children to understand how to keep themselves safe. This means children are unable to identify potential risks to themselves and the risks they pose to others.

Staff have not had adequate training in recognising abuse and managing risks. There is no plan in place to support the child to use their mobile phone safely and manage online risks. As a result, the child is able to use their phone freely, which poses a significant risk to them.

The home has oil storage and a septic tank in the garden. These are unsafe due to them being easily accessible to children.

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

There has not been a registered manager at the home since January 2023. The current manager does not have the required experience to manage a children's home. The management arrangements that have been put in place have not ensured effective leadership and management of the home.

Staff are not being supported in supervision, with training or through debriefs to reflect on significant events in the home. For example, not all staff have received training in safeguarding children. Staff lack knowledge and understanding of children's individual behaviours and risks. This lack of knowledge about the children places children at risk of harm.

At times, bank staff and agency staff who do not know the children have worked together. A mix of core staff, staff from the company's sister homes and agency staff have been used to fulfil the rota. This means that children are not cared for by a consistent staff team who understand their risks, care needs and vulnerabilities.

The managers and staff do not routinely use research to inform their practice or seek feedback from children about their care in order to inform planning. External

professionals spoken to were disappointed in the lack of therapy and therapeutic care being offered to the child.

Staff and the manager are not routinely having supervision in line with the home's statement of purpose. Staff have not had their performance appraised annually. This leaves staff feeling unsupported and that their practice is not evaluated.

Significant shortfalls in the management oversight of incidents and poor staff practice leave children inadequately cared for. Leaders and the manager have not implemented effective monitoring systems to ensure improvements in the quality of care provided to children.

The independent visitor to the home does not state in their report whether the children are effectively safeguarded effectively, and their well-being is promoted. The manager has failed to notify Ofsted without delay of all significant events in the home. This means the regulator cannot monitor the home effectively to ensure that children are safe.

The manager has not ensured children's records are kept up to date and in good order. Leaders and managers have not managed the home in a manner that is consistent with the aims outlined in the home's statement of purpose or in policies and procedures.

At an assurance inspection carried out on 2 February 2023 requirements were not met and are therefore restated.

## 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 within the given timescales.

Requirement	Due date
<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>help each child to understand how to keep safe;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</p> <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>25 June 2023</p>

<p>that the effectiveness of the home’s child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(b)(d)(e)) This requirement is restated.</p> <p>In particular, ensure the oil storage and septic tank in the garden are made secure.</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 work as a team where appropriate;</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;</p> <p>ensure that the home’s workforce provides continuity of care to each child;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home;</p> <p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>research and developments in relation to the ways in which the needs of children are best met; and</p> <p>feedback on the experiences of children, including complaints received; and</p>	<p>25 June 2023</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)(b)(c)(d)(e)(f)(g)(i)(ii)(h)) This requirement is restated.</p>	
<p>*The care planning standard is that children—</p> <p>receive effectively planned care in or through the children’s home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home’s statement of purpose;</p> <p>that arrangements are in place to—</p> <p>ensure the effective induction of each child into the home;</p> <p>that each child’s relevant plans are followed;</p> <p>that staff help each child to access and contribute to the records kept by the registered person in relation to the child. (Regulation 14 (1)(a)(b) (2)(a)(b)(i)(c)(f)) This requirement is restated.</p>	<p>25 June 2023</p>
<p>The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to achieve the child’s education and training targets, as recorded in the child’s relevant plans;</p> <p>support each child’s learning and development, including helping the child to develop independent study skills and,</p>	<p>6 August 2023</p>



<p>where appropriate, helping the child to complete independent study;</p> <p>understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers;</p> <p>help each child to understand the importance and value of education, learning, training and employment;</p> <p>promote opportunities for each child to learn informally;</p> <p>help each child to attend education or training in accordance with the expectations in the child's relevant plans. (Regulation 8 (1) (2)(a)(i)(ii)(iii)(iv)(v)(x)) This requirement is restated.</p>	
<p>The health and well-being standard is that—</p> <p>the health and well-being needs of children are met;</p> <p>children receive advice, services and support in relation to their health and well-being; and</p> <p>children are helped to lead healthy lifestyles.</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>achieve the health and well-being outcomes that are recorded in the child's relevant plans;</p> <p>understand the child's health and well-being needs and the options that are available in relation to the child's health and well-being, in a way that is appropriate to the child's age and understanding;</p> <p>take part in activities, and attend any appointments, for the purpose of meeting the child's health and well-being needs; and</p> <p>understand and develop skills to promote the child's well-being. (Regulation 10 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv))</p>	<p>6 August 2023</p>

<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>meet each child’s behavioural and emotional needs, as set out in the child’s relevant plans;</p> <p>encourage each child to take responsibility for the child’s behaviour, in accordance with the child’s age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child’s behaviour and ensure that the child understands those expectations in accordance with the child’s age and understanding;</p> <p>help each child to understand, in a way that is appropriate according to the child’s age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;</p> <p>de-escalate confrontations with or between children, or potentially violent behaviour by children;</p> <p>understand and communicate to children that bullying is unacceptable. (Regulation 11 (1)(a)(b) (2)(a)(i)(iii)(iv)(v)(vi)(xi)(xii))</p>	<p>6 August 2023</p>
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<p>A person may only manage a children’s home if—</p> <p>For the purposes of paragraph (1)(b)(i), a person has the appropriate experience and qualification if the person has—</p>	<p>6 August 2023</p>

<p>within the last 5 years, worked for at least 2 years in a position relevant to the residential care of children. (Regulation 28 (1) (2)(a))</p>	
<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; and</p> <p>have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (1)(a) (4)(a)(b)(c)) This requirement is restated.</p>	<p>6 August 2023</p>
<p>The registered person must prepare and implement a policy which—</p> <p>is intended to safeguard children accommodated in the children’s home from abuse or neglect; and</p> <p>The procedure to be followed in the event of an allegation of abuse or neglect must, in particular—</p> <p>provide for records to be kept of an allegation of abuse or neglect, and the action taken in response; (Regulation 34 (1)(a) (2)(d))</p>	<p>6 August 2023</p>
<p>The registered person must prepare and implement a policy (“the behaviour management policy”) which sets out—</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>6 August 2023</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 (1) (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)) This requirement is restated.</p>	
<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> <p>are kept up to date.</p> <p>(Regulation 36 (1)(a)(b))</p>	6 August 2023
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p>	6 August 2023

<p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is an allegation of abuse against the home or a person working there;</p> <p>a child protection enquiry involving a child —</p> <p>is instigated; or</p> <p>concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e))</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 (4)(a)(b)) This requirement is restated.</p>	6 August 2023
<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>	6 August 2023

<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) (5)) This requirement is restated.</p>	
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\*These requirements are subject to a compliance notice.

## **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:** 1249264

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

**Registered provider:** Radical Services Limited

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

**Responsible individual:** Krysia Watson

**Registered manager:** Post vacant

## Inspectors

Julie Elder, Social Care Inspector

Nicola Clements, Social Care Inspector



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