

1249264

Registered provider: Radical Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is operated by a private organisation and provides care for up to two children with emotional and social difficulties.

The home registered with Ofsted in 2017. The registered manager post is currently vacant. A new manager has been appointed and has not yet submitted an application to register with Ofsted.

There was one child living at the home at the time of this inspection.

Inspection dates: 18 and 19 June 2024

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

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

The effectiveness of leaders and managers **good**

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 8 August 2023

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/08/2023	Full	Good
18/05/2023	Full	Inadequate
24/05/2022	Full	Good
22/06/2021	Full	Requires improvement to be good

Inspection judgements

Overall experiences and progress of children and young people: good

The child has developed positive relationships with staff which is helping them to enjoy their time with the people who care for them. The child is relaxed in the home and shares their wishes and feelings openly with staff.

One child who recently left the home took part in activities they enjoyed with staff. This provided the child with positive memories of their time in the home. While the child's placement came to an end due to an escalation in concerning behaviours, the child was able to spend time reflecting on their past and their behaviours with the support of staff. This helped the child to see what progress they had made and to consider their goals for the future.

The child living in the home has made good progress with education from their starting point, however there are some barriers to their engagement. The child's sleep hygiene is poor and is not well understood by staff. Staff are not consistent in their attempts to support the child to develop a healthier morning routine which means that there are limited opportunities for the child to engage in educational activities to enhance their learning.

The health needs of the child are well met. Referrals have been made for the child for further support for their diagnosis of attention deficit hyperactivity disorder (ADHD) and to support their emotional wellbeing. The child is supported to attend health appointments and assessments. Staff encourage the child to cook healthy meals and to engage in activities such as boxing and going to the gym.

A child who left the home worked with staff to consider alternative ways to help them to manage their emotions. This led to a significant reduction in self-harming behaviours for the child.

Staff have worked effectively with the child's social worker to advocate for a progression in the child's time spent with their family. The child lives a long way from home and is supported by staff to travel to spend good quality time with their family including attending special family events.

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

The child has lived in the home for several months. They settled into the home well initially however when another child was moved into the home this negatively influenced their behaviour. There was insufficient consideration given by leaders and managers to the risks and potential dynamics between the two children demonstrating the referral process was not robust.

The manager took the difficult decision to end the placement to safeguard both children. Feedback from the social worker of the child who left the home confirmed that the team managed new behaviours well and in hindsight a solo placement would have been more appropriate.

There are up to date, detailed risk assessments in place which staff understand and follow consistently. As a result, the child has significantly reduced their risk taking behaviours. The child has not been missing from home since moving to the home despite the child having a history of this before. When a child who left the home went missing the staff team took appropriate steps and worked well with agencies such as the child centred policing team to support their safe return.

Staff engage children in discussions about their risk-taking behaviours. However, these are more reactive than proactive. Detailed work was undertaken with one child to reflect on what helps them to feel safe and what activities support them to manage their emotions more effectively.

Physical restraint is rarely used in the home and when it is its use is necessary and proportionate. However, on one occasion when the manager restrained the child, the follow up actions taken by him were not appropriate. The manager completed a de-brief with the child meaning the child did not have a fair opportunity to raise any concerns about the manager's actions. The manager did not receive a full de-brief from a more senior manager and he completed an evaluation of the incident himself meaning it was not reviewed robustly or impartially.

There have been two minor medication errors which the manager has responded to appropriately, one of which led to a change in the policy to provide greater clarity. Further face to face training for all the staff team is planned to ensure that they are able to safely manage the administration and recording of medication as required.

Complaints made by children are taken seriously, there are appropriate steps taken to address concerns and managers encourage restorative work between children and staff members.

The effectiveness of leaders and managers: good

The inspection was supported by both the previously registered manager and the new manager who have both had oversight of the home since the last inspection.

The current manager is experienced, enthusiastic and child focused. She is currently completing her induction and has support from the other managers in the organisation, the centralised compliance team, and the responsible individual. She is keen to make improvements to take the home forward.

The manager has good oversight of the home with support from an experienced and reflective deputy manager. The manager has escalated her concerns with the placing authority around consistency of family time and to ensure that the child's voice around

care planning is heard. Both managers advocate well for the child and have ensured that the child has access to an independent advocate.

There are some gaps in training for new staff w and for additional training identified for all staff to complete. The team are in the process of completing training in ADHD and there is training planned on domestic abuse awareness.

Team meetings and supervision take place regularly and are good quality, reflective sessions. Staff are encouraged to reflect on their practice and consider their understanding and gaps in learning. Staff are asked about their wellbeing and there is reflection and follow up from any incidents staff have been involved in. As a result, staff feel well supported by the manager and the team.

Managers are considering new referrals to the home. They have a detailed understanding of the needs of the child already living in the home and the potential impact of a new child moving in. Managers and leaders explained their plans to strengthen the assessment of referrals to ensure that it is more robust.

The review of the quality of care provided to children has been completed. However, it lacks evaluation to identify trends and shortfalls that would assist in driving forward improvements in the home.

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 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) (2)(i)(ii)(iii)(iv))</p> <p>In particular, that staff work with the child and services to understand the child’s sleep hygiene and to make improvements which will in turn benefit other areas such as their education.</p>	<p>31 July 2024</p>
<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>30 June 2024</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 (2)(d))</p> <p>In particular, the registered person must ensure that hazardous structures or items in the garden are maintained and stored safely.</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>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))</p> <p>This requirement is restated.</p>	<p>30 September 2024</p>

Recommendations

- The registered person should ensure that when considering new children moving into the home, they take into account the potential impact of risks for the children already living in the home. ('Guide to the Children's Homes Regulations, including the quality standards', page 42, paragraph 9.5)
- The registered person should ensure that following any use of restraint, the staff and children involved are debriefed by a manager who was not involved in the incident. A manager carrying out a restraint should be fully debriefed by a more senior manager to ensure there can be a full and fair evaluation of the incident. ('Guide to the Children's Homes Regulations, including the quality standards', page 46, paragraph 9.36)

- The registered person should ensure that staff carry out planned and personalised work with children which helps them to understand how to keep themselves safe and supports the goals of their care plans. ('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: 1249264

Provision sub-type: Children's home

Registered provider: Radical Services Limited

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

Responsible individual: Helen Sansom

Registered manager: Post vacant

Inspector

Andrea Foreman, Social Care Inspector

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