

SC468315

Registered provider: Chartwell Care Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home is registered to provide care for up to four children with a learning disability. Children have varying needs which may include an autistic spectrum disorder, attachment issues, communication difficulties and all of whom may present specific challenges in terms of difficult behaviours, whether diagnosis related or learned. The manager started working at the home in November 2017 and was registered with Ofsted in March 2018.

Inspection dates: 15 to 16 May 2018

Overall experiences and progress of children and young people, taking into account **requires improvement to be 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 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: 17 July 2017

Overall judgement at last inspection: good

Enforcement action since last inspection:

Monitoring visit on 28 November 2017

Recent inspection history

Inspection date	Inspection type	Inspection judgement
17/07/2017	Full	Good
07/03/2017	Interim	Improved effectiveness
20/10/2016	Full	Good
29/03/2016	Interim	Sustained effectiveness

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 positive relationships standard is that children are helped to develop and benefit from relationships based on— In particular the standard in paragraph (1) requires the registered person to ensure— that staff— are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children. (Regulation 11 (1)(2)(a)(x))</p>	01/08/2018
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in the children's home that— In particular the standard in paragraph (1) requires the registered person to— demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met. (Regulation 13 (1)(2)(g)(i))</p>	01/08/2018
<p>After consultation with the fire and rescue authority, the registered person must take adequate precautions against the risk of fire. (Regulation 25)</p> <p>In particular, fitting intermittent fire strips on doors and removing excessive storage of combustibles in the basement.</p>	01/08/2018
<p>The registered person must ensure that each employee completes an appropriate induction. (Regulation 33 (1)(a))</p> <p>In particular, documentary proof must be available to evidence that this has occurred.</p>	01/08/2018

<p>The registered person must ensure that within 48 hours of a restraint the registered person or a person who is authorised by the registered person has spoken to the user about the measure and within 5 days of the use of the measure, the registered person or the authorised person adds that they have spoken to the child about the measure. (Regulation 35 (3)(b))</p>	<p>01/08/2018</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 (3))</p>	<p>01/08/2018</p>

Recommendations

- Ensure that for children's homes to be nurturing and supportive environments that meet the needs of their children, they will, in most cases, be homely, domestic environments ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9). In particular, carry out maintenance issues promptly and ensure that bathrooms do not smell of urine.
- Ensure the home works in partnership with relevant people as appropriate to ensure each child is provided with support to communicate their views, wishes and feelings and participate as fully as possible in all aspects of their care planning and daily care ('Guide to the children's homes regulations including the quality standards', page 22, paragraph 4.6). In particular, share behavioural strategies and protocols to promote a consistent approach.
- Supervision of staff practice should ensure that individual adults in the home are engaged in the safeguarding culture of the home so that they understand what they need to do if they found other staff misusing or abusing their position to the detriment of children ('Guide to the children's homes regulations including the quality standards', page 43, paragraph 9.14). In particular, ensure that staff know the external agencies that they can contact.
- Ensure records of restraint enable the registered person and staff to review the use of the restraint to identify effective practice and respond promptly where any issues or trends of concern emerge. The review should provide the opportunity for amending practice to ensure it meets the needs of each child ('Guide to the children's homes regulations including the quality standards', page 49, paragraph 9.59). In particular, analyse restraints, explore how injuries occur and ensure that records are easily legible.
- Ensure children are encouraged by staff to see the home's records as 'living documents' supporting them to view and contribute to the record in a way that reflects their voice ('Guide to the children's homes regulations including the quality standards', page 58, paragraph 11.19). In particular, ensure that all

children have person-centred plans in a format accessible to them.

- Ensure all staff have their performance and fitness to carry out their role formally appraised at least annually ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.5). In particular, documentary evidence should be available.
- Ensure staff are familiar with the home's policies on record keeping and understand the importance of careful and clear recording ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4). In particular, the need for accuracy regarding a child's birthday, place of worship and parental heritage.

Inspection judgements

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

Children are thriving and their parents and placing authorities express their satisfaction with the care. However, additional factors from the other outcome areas impact on their quality of care. This relates to shortfalls regarding the environment, record-keeping, partnership working, staff support, staff knowledge and improving practice.

All children are in some form of education and they are making satisfactory progress. Children do not always benefit from good continuity of care due to the lack of shared communication with schools. A school has offered to assist with training staff on behavioural strategies and protocols. The registered manager welcomes this input.

Children enjoy positive interactions with staff. Care is nurturing and staff appropriately use humour in their roles. Children are becoming more independent, taking pride in their household tasks and cooking with staff. Children have appropriate levels of responsibility, an example being a child helping as a fire marshal.

A social worker described the care as 'absolutely brilliant' and a parent thought it was 'excellent'. Children benefit from regular key-working sessions, which assist their personal development. Children influence decision-making, for example the decoration of their bedrooms.

Children engage in an adequate range of activities, within and outside of the home. They try new experiences and photographs capture their fun memories. Staff help children to maintain appropriate contact with their families. A parent also highlighted their appreciation of the support that she received from staff.

There are improvements in children's physical, mental and emotional well-being. Staff register children with a doctor, a dentist and an optician. Staff accompany children to their relevant health appointments, enabling them to receive the specialist help that they need.

A child confirmed it is 'good here'. Children make a positive contribution to society through their recycling efforts. Placing authorities formally recognise children's achievements at award ceremonies.

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

Children do not benefit from consistently good practice regarding their safety. Although staff have regular training and discussions regarding safeguarding, there are shortfalls in their knowledge. All staff knew how to report child protection concerns within the organisation, but some were unaware of the external agencies that have to be notified.

The organisation does not take adequate precautions against the risk of fire. Outstanding issues are the lack of intermittent fire strips on doors and the storage of combustibles in the basement. However, children receive protection regarding the regular checks of the fire equipment, alarm tests and fire drills.

The refurbishment of the home is ongoing, with the aim of providing a pleasant domestic environment. This is let down by the fact that maintenance issues are not swiftly actioned and a bathroom smelled of urine.

Children have complex needs and this can result in them harming themselves, others or the property. Incidents are reducing and staff use a range of strategies to de-escalate situations. Staff also use sanctions to help children to learn the consequences of their actions.

At times, staff have to restrain children. Restraint records are inconsistently maintained and are occasionally illegible. Records do not always detail that discussions with children and debriefings with staff have been undertaken.

There is insufficient analysis and learning from restraints. There is limited opportunity for amending practice to ensure that it meets the needs of each child. An example is exploring how injuries occur and considering whether there are trends or patterns.

An independent reviewing officer described the home as a 'secure base'. Staff help children to understand the importance of personal safety within and outside of the home. There are no issues with children going missing or being exploited. Staff identify, understand and manage appropriately the risks associated with each child.

Children receive protection from the rigorous staff recruitment process. The disciplinary procedure is appropriately used to address poor practice. The effective links with local authorities and the designated officers additionally help to protect children.

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

The home is under new management arrangements. It has been a challenging time due

to the departure of staff and the need to change the working culture and embed good practice. The new registered manager highlights that she is 'on a journey' for improvement. An independent reviewing officer praised the manager's 'new philosophy'.

Quality assurance includes adequate independent monitoring. The former manager completed a quality of care review. However, there was little analysis in this review. Leaders and managers also do not actively use research and developments within the sector to improve practice.

Concerns highlighted by a child's social worker, although investigated, were not treated as a complaint. This does not provide an accurate overview of issues relating to the quality of care. It is therefore not easily accessible for external scrutiny.

The staff team members have relevant experience and they enjoy their work. However, records do not evidence that the necessary staff inductions and appraisals have been completed. Staff receive regular supervision, team meetings and an adequate range of training. However, staff are not provided with sufficient opportunities to routinely reflect on the feelings associated with their work.

There is a lack of consistency regarding children's records. Only one child has a person-centred plan. There were examples of reports inaccurately stating a child's birthday and place of worship. Another file did not specifically detail a child's parental heritage.

Effective action has been taken to address the majority of the requirements and recommendations from the previous monitoring visit. This results in better outcomes for children. Outstanding issues are the maintenance of the building and staff appraisals.

The management structure is strengthened by the introduction of team leaders on each shift. Vocational training for staff is in progress. Leaders and managers are aware of the shortfalls and they display a strong desire to improve.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

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: SC468315

Provision sub-type: Children's home

Registered provider: Chartwell Care Services Limited

Registered provider address: 12 Helmet Row, London EC1V 3QJ

Responsible individual: Olubunmi Fabusuyi

Registered manager: Angela Fairman

Inspector

Sharon Payne: social care inspector

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