

# SC397987

Registered provider: Fairfield Residential Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately run children's home can accommodate up to two children who may have learning disabilities.

**Inspection dates:** 22 to 23 November 2017

**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:** 24 January 2017

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

**Enforcement action since last inspection:** none

## Key findings from this inspection

This children's home requires improvement to be good because:

- The young person's personal information and records are not kept in good order. This means that members of staff do not always have the most up-to-date information available to them to inform their care of the young person.
- The young person's risk assessments do not have individual strategies for staff to follow or have clear actions for staff to take, if an incident was to occur. This does not help staff to be consistent in their approach.
- Restraint records lack detail and do not give a clear account of why the measure was used. This fails to show that the intervention was necessary and does not demonstrate that there is a robust system in place to monitor the use of restraint.
- Since the home's last inspection, the staff team has been inconsistent. This has improved slightly, but it had previously impacted on the young person's mental health.
- There has been a break in the young person's education. Members of staff are supporting the young person within the home. However, there is no timetable to show what staff should be doing. This means that there is no formal structure to the young person's day.
- The manager has not formally addressed a complaint that was sent to the local authority. As a result, it is unclear whether the complainant was satisfied with the outcome.
- The manager has not received formal supervision for several months. This means that she has not been fully supported in her new role as the registered manager.
- A number of home repairs are required to ensure that the young person lives in a homely environment.
- The manager has informed Ofsted when incidents have happened. However, some of the notifications have not been clear and have not been sent in a timely manner to the regulator.
- The manager does not have a workforce plan. This means that she has not fulfilled the workforce related requirements of Regulation 16.
- In general, the independent visitor's reports are good. However, they have not identified all of the shortfalls outlined in this report. In conjunction with this, the manager has not sent her Regulation 45 report to the regulator. This means that the regulator does not have good oversight of the home between inspections.

## The children's home's strengths:

- The young person's physical, emotional and mental health are monitored very well. The staff team works closely with a range of healthcare professionals. This means that the young person has been able to remain at the home while a suitable placement is sourced for him.
- The young person has been learning life skills. He has completed a recognised qualification and has a work placement. This means that he is being prepared for adulthood.
- The young person has received help in managing his anger. He can also recognise when his anxieties are high and he is now able to request additional medication to help him. This means that there has been a significant reduction in him being held for his or for others' safety.
- The staff team works closely with the young person's parents. This enables the young person to see his family regularly.
- The manager has successfully challenged a range of professionals to enable the young person to get the services that he requires quickly.
- Professionals say that the staff team has supported the young person through a difficult time.

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
24/01/2017	Interim	Sustained effectiveness
18/05/2016	Full	Good
16/03/2016	Interim	Sustained effectiveness
20/10/2015	Full	Good

## 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 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 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. (Regulation 12 (1) and (2)(a)(i))</p> <p>This is in relation to ensuring that agreed strategies and actions are identified to give continuity of care to young people.</p>	31/01/2018
<p>In order to meet the protection of children standard, with particular reference to the maintenance of the home, the registered person must ensure—</p> <p>(2)(d) that the premises used for the purpose 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>This is in relation to the flooring in the bathroom and kitchen and general maintenance of the home.</p>	31/01/2018
<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>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that the home has sufficient staff to provide care for each child and that the home's workforce provides continuity of care to each child. (Regulation 13 (1)(b)(2)(d)(e))</p>	31/01/2018

<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>(ii) details of the child’s behaviour leading to the use of the measure; and</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>(iv) records a description of the measure and its duration;</p> <p>(b)(ii) has signed the record to confirm it is accurate. (Regulation 35 (3)).</p> <p>This is specifically in relation to ensuring that the record gives a clear account of the incident and the action taken by staff.</p>	31/01/2018
<p>The registered person must ensure that all employees receive practice-related supervision. (Regulation 33 (4)(b))</p>	31/01/2018
<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>	31/01/2018

## Recommendations

- The registered person should have a system in place so that all serious events are notified, within 24 hours, to the appropriate people. The notification must include details of the action taken by the home’s staff in response to the event. This is specifically in relation to ensuring that the notification is clear and factual. (‘Guide to the children’s homes regulations including the quality standards’, page 63, paragraph 14.13)
- The registered person should have a workforce plan which can fulfil the workforce related requirements of Regulation 16, schedule 1 (paragraphs 19 and 20). The plan should be updated to include; the staffing structure; the experience and qualifications of staff currently working at the home and any further training they require; the processes and agreed timescales for staff to achieve induction, probation and core training; the process for managing poor performance; and the process and timescales for supervision and to keep appropriate records for staff in the home. (‘Guide to the children’s homes regulations including the quality standards’, page 53, paragraph 10.8)
- The registered person must ensure that the necessary support is given to children to enable them to continue and access their education and training. This is specifically in relation to having an education timetable in the home. (‘Guide to

the children's homes regulations including the quality standards', page 28, paragraph 5.13)

- Ensure that the independent person makes a rigorous and impartial assessment of the home's care arrangements. This is specifically in relation to evaluating the quality of the records maintained by the home. ('Guide to the children's homes regulations including the quality standards', page 65, paragraph 15.5)
- The registered person should undertake a review that focuses on the quality of the care provided by the home. This is specifically in relation to sending the report to Ofsted. ('Guide to the children's homes regulations including the quality standards', page 65, paragraph 15.3)

## Inspection judgements

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

The young person, who has learning disabilities and complex needs, has been living at this home for over a year. Prior to the inspection, the manager informed the inspector that the young person had difficulty engaging with strangers and that having his routine disturbed heightened his anxieties. Therefore, the inspection was completed within school hours. The young person has several communication cards that help visitors to engage with him. As a result, the young person spoke with the inspector about the care that he receives at this home. He said that he was happy, cared for well, safe and that members of staff are really good.

The young person took the inspector on a tour of his home. He pointed out all of the maintenance and decorating that needed doing, such as the bathroom and kitchen flooring. The manager has a plan to complete these things but due to the young person's anxieties, it is not possible to have workmen and their tools at the home for long periods of time. The young person is due to move soon and the work will be completed then. However, as this was a requirement at the last inspection, it is repeated.

The manager has all the necessary documents to care for the young person well. However, the structure of his files do not allow easy access to his information. This is because old information has not been archived and some information has been put back in the wrong section. For example, there are five reviews on file, the young person's placement plan could not be located for some time and the personal education plan was in the young person's health section. This means that members of staff do not have the most up-to-date information to support them in their role. In addition to this, numerous documents have not been signed by the author, manager, staff and professionals. This does not demonstrate that everyone is aware of any recent changes or that everyone is in agreement with the plans.

The young person has finished formal education but is completing adult learning through the company's school. A teaching assistant was visiting the home three times a week.

The young person has completed a recognised qualification in life skills and his maths has improved significantly. The headteacher said, 'He has made good improvements because the staff team supports the teaching assistant well.' However, a recent incident means that his teaching support has been suspended. The staff team is continuing to keep his education routine going, but there is no timetable at the home to assist them to deliver education or topics. As a result, the young person is mainly completing art and craft projects. The young person said, 'I want to work with my hands making things.' In addition to this, he is completing a work placement at a shoe shop. He said, 'I love shoes so this is a great place for me.' As a result, the young person has ambitions for his future and is having the experience of a working environment.

In recent weeks, the young person's emotional and mental health has declined. The manager is working closely with a range of healthcare professionals so that he receives the services he needs. A specialised service is being sourced. A professional said, 'Although we know that he needs a specialised service, the staff team is doing extremely well in supporting him.' The young person is in good physical health because he attends all routine appointments. All members of staff are trained in administering medication and in first aid. This means that the young person receives his medication in line with his prescription and small accidents are managed well.

The manager and staff work closely with the young person's parents. This means that he regularly has weekend stays with them. These plans can change depending on the young person's mental health and staff are available to pick him up early, if necessary. The young person said, 'I am really looking forward to Christmas and we have a plan for each weekend to get ready for it. I am choosing the decorations this weekend.' This shows that the young person is able to maintain relationships that are important to him.

The range of activities offered to the young person are good. He enjoys going bowling, for walks and shopping. He went to a caravan park in the summer holidays. His main interest is arts and crafts. The home's garage has been made into a work shop for the young person. The young person proudly showed the inspector the plant pot holder that he had made. This takes pride of place in the front garden. He is currently making tea light holders from coconut shells. He said, 'I am making them for my mum and gran for Christmas.' This shows that the staff team is encouraging his skills in this area and that he takes part in community activities.

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

The young person said that he is safe at this home. Members of staff receive regular training in safeguarding, managing child sexual exploitation, e-safety and health and safety. Training is regularly updated to ensure that staff are kept up to date with changes in legislation, law and practice. This means that staff have the skills and knowledge to protect young people well.

Professionals said that the manager follows procedures in reporting and sharing concerns and that they are informed promptly. Records are clear and they show the

action taken, who has been informed, how incidents are investigated and that outcomes are clearly explained. The means that the manager takes the appropriate action to safeguard young people and members of staff.

The young person is very volatile and his anxieties can manifest into aggressive behaviour towards others. Several healthcare professionals have assessed the young person's safety to himself and others. There is a clear assessment document that highlights the warning signs, triggers and strategies to use, if an incident was to occur. This has not been signed by the staff team, indicating that not everyone is clear about the approach they should take when the young person displays negative behaviour. Similarly, the emotional and mental health section within the young person's missing from home risk assessment has no information within it. The young person has not been reported missing from this home, but this information is extremely important due to the level of his anxieties. In contrast to this, there is a good and clear protocol for staff to follow if there is a situation that they cannot manage or if a member of the public is at risk. This means that healthcare services and the police can respond quickly.

Previously, at another home, this young person was being held for his and others' safety on a daily basis. This had reduced significantly because members of staff use good de-escalation skills to defuse situations. However, there has been a spike in restraints recently. This is due to the young person's mental health and anxieties, but the records of restraint are not clear. There is very little information on why the intervention was needed, what happened and the action that staff took. This does not demonstrate that there is good oversight of the reason for the physical intervention and its execution to safeguard young people and others. This was discussed with the young person's social worker and she is confident that the staff team has the skills and knowledge to intervene when necessary.

The manager notifies Ofsted when incidents have occurred. However, the information provided does not always give the regulator a clear picture of the circumstances. For example, one notification states 'the police were called to the home'. It does not identify whether the neighbour or a member of staff called the police. Also, some notifications lack evaluation or actions to prevent further incidents. One notification was not sent in the required timescales. This means that the regulator did not have all the information to assess that the manager was safeguarding the young person effectively.

As discussed in this report, there are several shortfalls around the quality of recording in the home. This has not impacted on the care that the young person receives. Professionals said that the young person is safeguarded well, that the staff team instinctively knew what to do and that, until recently, the young person was making progress.

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

The manager was registered with Ofsted in November 2017. She has extensive experience of working with young people who have a learning disability and a number of years of managing a residential setting. She has a suitable qualification in leadership and

management. She has only been in her post for a short time and recognises all of the shortfalls raised at this inspection. She had identified some of these areas in her development plan for the home. For example, she had recognised that the young person's files were cumbersome and had completed a new index sheet but had not managed to put it into action before the inspection. She has prioritised the young person's needs above her managerial tasks. This is to make sure that he is receiving all the support that he needs until a new specialist placement can be sourced.

Previously, the home has had difficulty in maintaining a full staff team. In July 2017, the young person was unhappy with the constant staff changes and he spoke with the independent visitor. The staff changes made the young person anxious and he was not receiving continuity of care. The manager took action and there are now two permanent members of staff and three permanent bank staff. While there has been a recent successful recruitment drive, there are some delays to appointments due to the necessary checks. This means that current staff are covering long hours and the manager is also completing shifts. This does not ensure that the manager is able to complete her managerial tasks fully, such as signing off paperwork and that members of staff have regular breaks. Further to this, the manager's last two scheduled supervision sessions have been cancelled due to prioritising meetings or covering shifts in the home. They have not been rescheduled. This means that she is not receiving adequate support or regular feedback on her performance.

The staff's recruitment files are held at the head office of the company. The home has information on each member of staff that fulfils the regulatory requirement. The manager does not have a workforce plan that details timescales for supervision, induction, probationary periods and information on the experience and qualifications of the staff team. These can be found in numerous documents around the home but have not been brought into one plan for clarity.

Members of staff receive formal supervision regularly. Therefore, they have the opportunity to discuss their practice and development. Regular staff meetings allow the staff team to discuss the young person's progress and any developments needed in the home. Their development is further supported through discussing research, articles and procedures that inform their practice. For example, a member of staff showed a video of a safeguarding meeting that they had attended. This helped staff understand the role of the local authority designated officer and other participants' roles.

The manager was informed that the local authority had received a complaint about the level of noise in the home. The manager contacted the complaints officer and she came to the home to discuss the matter. However, the manager has not formally recorded the complaint, the action she has taken and the outcome of the complaint. This does not demonstrate that complaints are robustly monitored or that learning is taken forward from them to improve the service.

Professionals say that communication between them and the manager is excellent. One professional said that she receives information daily and this means that she is always aware of the young person's day and any potential issues. Therefore, she can take

suitable action, if necessary. The home has a suitable review of its location and it has been updated with new statistics from the police. This means that sufficient consideration is given to all known risks when accepting young people into the home.

In general, the independent visitor's reports are good and evaluative. However, they have not highlighted all of the shortfalls raised in this report. This does not help the manager to improve or develop the service. The manager has completed her six-monthly report but has not sent it to the regulator within the timescales. This means that the regulator does not have a good overview of the home.

## **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:** SC397987

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

**Registered provider:** Fairfield Residential Limited

**Registered provider address:** 59 Warburton Lane, Partington, Manchester M31 4NL

**Responsible individual:** Kendall Cope

**Registered manager:** Kathryn Smith

## Inspector

Pam Nuckley: social care inspector

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