

SC391708

Registered provider: Fairways Care (UK) Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned children's home is operated by a charitable organisation. The charity provides a range of residential, fostering, educational and training services. The home provides care for up to three children who may have emotional and/or behavioural difficulties.

The manager was registered with Ofsted in March 2019.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 30 September 2020 to carry out an assurance visit. The report is published on the Ofsted website.

Inspection dates: 11 to 12 August 2021

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: 22 January 2020

Overall judgement at last inspection: Sustained effectiveness

Enforcement action since last inspection: None

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/01/2020	Interim	Sustained effectiveness
24/06/2019	Full	Requires improvement to be good
19/04/2018	Full	Good
31/05/2017	Full	Good

Inspection judgements

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

Outcomes for children are mixed. Children are not consistently provided with continuity of care from adults who know them well. In the last four months, the home has suffered significant staffing shortages. As a result, the registered manager has relied on bank and agency staff to meet children's care needs. These temporary staff do not always know the children well or have the skills and experience to meet their needs.

Since the last inspection, the registered manager agreed placement in the home for one child whose complex needs and behaviours they could not meet. The registered manager took immediate action and requested that the child's placing authority seek alternative accommodation for this child. During this period, several staff left, and the two children that remain living in the home became unsettled.

Children live in a home that is well maintained, warm and welcoming. Children's bedrooms are individualised to their personal taste and preference. Despite this, not all children receive the support they need to maintain a clean and tidy room.

Children are supported well to maintain their relationships with family and friends. As a result, children's relationships with family members are strengthening. A social worker commented positively about how well the home communicates with them and family members. The same social worker commented positively about the work the registered manager and team have completed with one child to ensure his planned move into foster care was seamless and subsequently successful.

Children experience a positive move into and out of this home. The registered manager ensures that before moving into the home, children are provided with an opportunity to meet the adults who will care for them. Similarly, when children leave the home, part of their leaving gift is a memory book that contains information about their time living at the home, the special people they have grown attached to and the experiences and opportunities they have had.

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

Staff have access to internal care plans and risk assessments. These documents align with the local authority plans and provide staff with a basic overview of the child's history and needs. Despite this, the internal care plans do not reflect the children's current and changing needs. Similarly, risk assessments do not provide temporary staff with clear guidance on what they need to do when children are at risk of harm or potential exploitation.

In recent months, missing-from-home incidents have increased for one child. Protocols in place inform staff what actions they need to take when a child goes missing. Despite this, these protocols do not confirm what actions staff should take when the child is not in their care and goes missing. Immediate action was taken during the inspection to rectify this.

To manage some children's behaviours, staff have had to use physical interventions. Interventions have been used as a last resort and for a limited period. After an incident, discussions are held with children and staff. Despite this good work, the manager has not consistently used these opportunities to explore how the child felt about being held, nor has she enabled staff to reflect on their practice to prevent reoccurrence.

Children are looked after by adults who are assessed as safe. Recruitment checks on agency staff are completed by the organisation's human resources department. However, information obtained is not sufficient for the registered manager to be assured that agency workers have the skills and experience to meet the needs of the children they will be looking after.

The storage and management of medication is safe. Audits are effective, and errors are identified and quickly rectified.

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

The registered manager and her team recognise that the staffing shortages have had a negative impact on the quality of care and support children have received. In response, they have worked additional hours alongside temporary staff, to ensure the children have access to one adult who knows them well and who they have a trusting relationship with.

Since the assurance inspection in September 2020, and because of COVID-19 restrictions, not all staff are up to date with basic mandatory and specialist training. The manager is taking appropriate action to remedy this.

The registered manager and her team receive regular formal supervision. Team meetings take place regularly and attendance is good. Despite this, the registered managers' supervision records do not always detail the discussions held; they do not reflect the managers' work, or the impact that staffing shortages are having on the children and staff.

In general, the quality of recording is appropriate, and the content of children's records reflect their day. Despite this, terminology used by some staff lacks descriptive meaning and has the potential to stigmatise children. The registered manager is working closely with her team to remedy this practice.

Monitoring of this home by the independent person and manager has not been effective. They have failed to identify and report on the negative impact that staff shortages are having on children's welfare and well-being.

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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home’s statement of purpose;</p> <p>ensure that staff—</p> <p>understand and apply the home’s statement of purpose;</p> <p>protect and promote each child’s welfare;</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably.</p> <p>ensure that any care that is arranged or provided for a child that—</p> <p>satisfies the conditions in paragraph (3).</p> <p>The conditions are—</p> <p>that the care is delivered by a person who—</p> <p>has the experience, knowledge and skills to deliver that care. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(vii)(d) (3)(c)(i)</p> <p>This specifically relates to leaders and managers ensuring there are sufficient permanent staff to meet the care needs of the children.</p>	<p>30 September 2021</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 staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure the home has sufficient staff to provide care for 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>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)(c)(d)(f)(g)(i)(h))</p> <p>In particular, the registered person should ensure that the manager’s and independent visitor’s monitoring are effective.</p>	<p>30 September 2021</p>
<p>In particular, the standard in paragraph (1) requires the registered person to ensure—</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 (2)(f))</p>	<p>30 September 2021</p>

<p>In particular, ensure that children’s internal care plans and risk assessments detail the children’s current needs and risks and ensure that they include children’s views and contributions.</p>	
<p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development. (Regulation 33 (4)(a))</p> <p>In particular, all staff should complete all the basic mandatory training and specialist courses to meet the needs of the children they care for.</p>	<p>30 September 2021</p>

Recommendations

- The registered person should ensure that staff are familiar with the home’s policies on record-keeping and understand the importance of careful, objective, and clear recording. Staff should record information on individual children in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information about the child must always be recorded in a way that will be helpful to the child. (‘Guide to the children’s homes regulations including the quality standards’, page 62, paragraph 14.4)
- The registered person should ensure that records of staff supervision are of a good quality and reflect the discussions held. (‘Guide to the children’s homes regulations including the quality standards’, page 61, paragraph 13.3)

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: SC391708

Provision sub-type: Children's home

Registered provider: Fairways Care (UK) Limited

Registered provider address: Fair Ways, Ground Floor, Building 1000, Western Road, Portsmouth, Hampshire PO6 3EZ

Responsible individual: Jonathan Loney

Registered manager: Abigail Dear

Inspectors

Sharron Escott, Social Care Inspector
Kendra Bell, Her Majesty's Inspector

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