

1258658

Registered provider: Personal Security Service Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home, which is run by a private organisation, provides care for up to four children. The aim of the home is to provide children with a safe, stable, happy and comfortable home and to enable children to build on their confidence, self-esteem and resilience as they progress into adult life.

The registered manager left the organisation in July 2023.

Inspection dates: 26 and 27 June 2024

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

inadequate

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: 1 August 2023

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/08/2023	Full	Good
21/02/2023	Full	Good
08/03/2022	Interim	Sustained effectiveness
14/06/2021	Full	Requires improvement to be good

Inspection judgements

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

The home has been through a difficult period of time. This is because of the group dynamics and related incidents. During difficult times, the staff have failed to provide appropriate responses. The manager has failed to ensure that children receive consistent and safe care at all times. A new manager is in post, and this has led to recent improvements. The new manager was present at the inspection.

Four children have moved in since the last inspection. The manager has given notice on two children as they did not feel they could safely care for them. They have continued to work alongside their local authorities until more suitable places are found. One child moved in a planned way into supported accommodation. Two children were at the home at the time of the inspection, and one child was being supported at another home owned by the company as a holiday arrangement. The two children at the home took part in the inspection.

There have been periods of time when there has been significant damage to the home environment. Although staff have repaired the damage, there are areas of the home that are in need of attention. These areas do not provide a nurturing home feel.

The health needs for one child have not been followed up consistently to ensure that they were fully met. The social worker for the child said, 'The placement has not been able to respond to the child's needs appropriately.' There were delays in making the child a doctor's appointment, and the manager did not follow up on the child's identified health needs in the child's plans. This approach does not provide care that is individual and fully supports the child's health.

Children access education that is tailored to their individual needs, and staff support them with this. Children are offered activities that they enjoy. The children enjoy swimming and go several times a week. One child has joined the local football team and goes to training twice a week. The children take pride in participating in these activities.

The home has recently been more settled. Leaders and managers are trying to create incentive-based opportunities to encourage children to make positive choices.

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

At times, the staff have managed children's behaviour in a reactive way that does not help children. One of the strategies the manager used was to restrict children's access to areas of the house by locking them. It is unclear if this restriction was

agreed with social workers each time it was used. This restriction was not recorded effectively, and there was no regular review of this measure.

Staff have physically intervened with children to help keep them and others safe. The supporting records do not always describe the intervention in detail. It is unclear if children are offered any medical treatment afterwards. The manager's review of these incidents is not thorough.

On one occasion, a child said that they had been hurt during a physical intervention. The manager did not pick this up in her review. The allegation was not reported to the local authority designated officer or other appropriate authorities.

Some of the consequences used by staff are punitive and do not relate to children's behaviour. The responsible individual did pick this up in a recent audit, and improvements have been made in this area.

Children have positive relationships with staff. One child identified staff they would be able to talk to about any worries they had. Staff engage with children positively.

The home has a counsellor who visits weekly. She supports children in one-to-one sessions and offers advice to the staff team.

The police said that they have a good relationship with the manager and staff and feel that communication was good.

Leaders and managers have undertaken relevant safer recruitment checks for all new staff.

The effectiveness of leaders and managers: inadequate

There has been no registered manager since July 2023. The previous manager was appointed in April 2024; however, they did not submit an application to register as manager. She has recently stepped down to be the deputy manager. A new manager has been appointed and has submitted her application to register.

The previous manager did not have effective day-to-day oversight of the care. She did not have the experience or skill to manage the changing dynamics between children. In addition, her assessment and review of incidents lacked scrutiny and clarity. There was a lack of understanding of the Children's Homes Regulations and the actions needed to meet these.

Several professionals have identified poor communication from previous the manager. They did not feel that they were adequately informed of situations that had taken place. This does not allow for effective multi-agency working and limits the oversight that social workers have of children's care plans.

The manager made basic assessments before children moved into the home. However, these did not show enough curiosity. The manager said that she was not experienced in this area. This has resulted in difficult relationships between children and children experiencing further moves and rejection.

Children's case records are not up to date. The staff do not have access to the most recent reviews for one child. This does not help staff to understand how they are working to meet the agreed objectives in the child's local authority care plan.

The manager did not provide a manager's review of care within the required time frame. The report did not include feedback from professionals, families or children to help the manager understand the quality of care received.

Some of the language used by the staff and manager is institutional. This does not help children to feel cared for in a homely environment.

There are a number of ongoing complaints from the local community about children's behaviour outside the home. Leaders and managers have responded to this promptly.

Staff said that they have felt supported by the manager. The staff have received regular training for their roles.

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
The registered person must ensure that— children can access all appropriate areas of the children's home's premises; and any limitation placed on a child's privacy or access to any area of the home's premises— is intended to safeguard each child accommodated in the home; is necessary and proportionate; is kept under review and, if necessary, revised; and allows children as much freedom as is possible when balanced against the need to protect them and keep them safe. (Regulation 21 (b)(c)(i)(ii)(iii)(iv))	26 June 2024
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1) (2)(a)(v)(vi)(vii))	15 July 2024

In particular, ensure that all allegations of harm to children are reported to the local authority designated officer.	
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— 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. (Regulation 13 (1)(a)(b) (2)(f))	5 August 2024
The registered person must ensure that— 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— a description of the measure and its duration; the effectiveness and any consequences of the use of the measure; and a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure. (Regulation 35 (3)(a)(iv)(vii)(viii))	5 August 2024
The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure—	5 August 2024

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. (Regulation 14 (1)(a)(b) (2)(a))	
The health and well-being standard is that— the health and well-being needs of children are met; children receive advice, services and support in relation to their health and well-being; and children are helped to lead healthy lifestyles. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— achieve the health and well-being outcomes that are recorded in the child's relevant plans; 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; take part in activities, and attend any appointments, for the purpose of meeting the child's health and well-being needs; and understand and develop skills to promote the child's well-being. (Regulation 10 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv))	15 July 2024
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff—	15 July 2024

understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children. (Regulation 11 (1)(b)(c) (2)(a)(ix)) In particular, help children to learn from their behaviour without using punitive consequences.	
In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. 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 (2)(b)(c) (5))	26 August 2024

Recommendations

- The registered person should ensure that the home is a nurturing and supportive environment that meets the needs of children. In particular, repairs to the home should be made promptly. ('Guide to the Children's Homes Regulations, including the quality standards', page 15, paragraph 3.9)
- The registered person should ensure that staff record information about 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)

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: 1258658

Provision sub-type: Children's home

Registered provider: Personal Security Service Limited

Registered provider address: 2 Laser Quay, Culpeper Close, Kent ME2 4HU

Responsible individual: Frederik Booysen

Registered manager: Post vacant

Inspectors

Mary Costello, Social Care Inspector

Rebecca Hannell, Social Care Inspector

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