

1269215

Hexagon Care Services Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is operated by a private company. It provides care and accommodation for up to four children and young people with social and emotional difficulties. The home is registered for single-sex occupancy only (female).

The manager has been in post since 1 August 2018 and registered with Ofsted on 24 October 2018. The registered manager has resigned from his post, a new manager has been appointed and is due to start working at the home on 16 November 2019.

Inspection date: 6 November 2019

This monitoring visit

At the full inspection on 22 to 23 August 2019 and 24 September 2019, the home was judged inadequate. Several shortfalls were identified. The inspectors found evidence of managers and staff failing to protect children from harm, failing to follow safeguarding procedures and serious shortfalls in the leadership and management of the home which have had a detrimental impact on children's well-being and progression.

Two compliance notices were issued under section 22A of the Care Standards Act 2000 in relation to regulation 12, the help and protection of children standard and regulation 13, the leadership and management standard.

On 6 November 2019, a monitoring visit was undertaken by Michelle Edge, regulation inspection manager, and Lisa Mulcahy, social care regulatory inspector, to consider the action taken by the provider to meet the steps within the compliance notices.

The registered provider has taken sufficient steps to meet the two compliance notices. The home is now being led and managed in a way that is consistent with the approach and ethos outlined in the home's statement of purpose, and delivers the outcomes as intended. The deputy manager, responsible individual and head of

care have been instrumental in achieving this.

Young people spoken to during the visit told inspectors that there had been significant improvements in the home and things were much better. They feel listened to and are now part of the care planning process. There is a more consistent staff team and clear boundaries and routines in place. Consequently, the young people are safeguarded and have made good progress.

Risk assessments have been revised, and now accurately identify the individual risks to young people and changes in risk levels. Furthermore, risk assessments provide staff with practical strategies to help them to keep young people safe. This approach ensures that risks to young people are managed consistently by the registered manager and the staff team and means that appropriate support is in place to promote the safety of young people. Consequently, the levels of risk regarding missing from home, self-harm and substance misuse have reduced for young people.

New staff now receive a thorough induction to the home and are using the hexagon methods to use restorative practice. There are clear structures, routines and boundaries in place to keep young people safe.

The serious allegations made against staff by the young people residing in the home have been fully investigated and are unfounded. The staff subject to allegations are either no longer suspended or have handed in their notice. The provider is no longer reliant on agency staff, only permanent staff and regular casual staff now work at the home. As a result, young people are cared for by staff who they know and have developed relationships with. This provides young people with continuity of care.

Team meetings have taken place and the detailed minutes from these meetings demonstrate that the registered manager and staff have discussed roles and responsibilities, safeguarding, reporting and recording, complaints, whistleblowing and managing allegations. Additionally, the registered manager and staff have received supervision to discuss the inadequate inspection and what went wrong, the home's ethos, statement of purpose and improvements that could be made. However, the supervision records viewed were variable in quality and do not all demonstrate that staff have reflected on practice and the needs of the young people.

Improved monitoring systems are helping the registered manager to identify and act to address shortfalls. The provider has implemented more robust management monitoring systems that include monitoring young people's files, supervision sessions, staff handovers, medication, incidents, physical interventions and room searches. Additionally, staff receive clear management direction and support. As a result, safeguarding practice and the quality and consistency in care have improved.

Some records are still not consistently completed using the required detail, for example handovers and daily diary sheets. However, this has not impacted on the

improvements in the quality of care provided. It is positive that the provider has identified the action required to continue with the improvements made.

The two compliance notices have been met. No further enforcement action is planned. However, a further inspection will take place to review how these improvements are being embedded into the home's practice, and to ensure that the home's ongoing development is sustained.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/08/2019	Full	Inadequate
06/03/2019	Interim	Improved effectiveness
08/01/2019	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
The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home. In particular the registered person must ensure that— medicine which is prescribed for a child is administered as prescribed to the child for whom it is prescribed and to no other child. (Regulation 23 (1)(2)(b))	01/11/2019
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(a)(b)(c))	01/11/2019
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— 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; help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; 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	01/11/2019

are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1)(2)(a)(i)(ii)(iii)(v)(vi) and (vii))	
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 the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1)(2)(b))	01/11/2019
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— 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; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home's workforce provides continuity of care to each child; 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)(b)(c)(e)(h))	01/11/2019
The registered person must prepare and implement a policy which— is intended to safeguard children accommodated in the children's home from abuse or neglect; and sets out the procedure to be followed in the event of an allegation of abuse or neglect.	01/11/2019

The procedure to be followed in the event of an allegation of abuse or neglect must, in particular— provide for the prompt referral of an allegation about current or ongoing abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the home is located; provide for the prompt referral of an allegation about past abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the alleged abuse or neglect occurred. (Regulation 34(1)(a)(b)(2)(b)(c))	
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— that each child's relevant plans are followed. (Regulation 14 (1)(a)(b)(2)(c))	01/11/2019
The registered person must maintain records ("case records") for each child which— are kept up to date; and are signed and dated by the author of each entry. (regulation 36(1)(b)(c))	01/11/2019
Subject to paragraph (6), the registered person must establish a procedure for considering complaints made by or on behalf of children. In particular, the procedure must provide that no person who is the subject of a complaint takes any part in its consideration or investigation, except at the informal resolution stage if the registered person considers it appropriate. 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(1)(2)(3))	01/11/2019
The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether—	01/11/2019

children are effectively safeguarded; and the conduct of the home promotes children's well-being. (Regulation 44(4)(a)(b))	
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Recommendations

- When a child returns to the home after being missing from care or away from the home without permission, the responsible local authority must provide an opportunity for the child to have an independent return home interview. Homes should take account of information provided by such interviews when assessing risks and putting arrangements in place to protect each child. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.30)

Specifically, independent return interviews must occur following each missing episode and within the appropriate timescale.

- Records must be kept detailing all individual incidents when children go missing from the home. Evaluation of missing incidents should be undertaken to identify any gaps in training, skills or knowledge for staff or to record and retain evidence of what worked well. This evaluation should inform the review of the quality of care. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.31)

Specifically, the manager's evaluation will be recorded following each missing episode and will take account of any concerns arising from the independent return interview. However, the detailed content of the independent interview should not routinely be part of this record to be viewed by staff in the home.

- Regulation 19(2) details sanctions that are prohibited in behaviour management. Any sanctions used to address poor behaviour should be restorative in nature, to help children recognise the impact of their behaviour on themselves, other children, the staff caring for them and the wider community. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.38)

Specifically, ensuring sanctions are relevant and proportionate to the behaviour exhibited.

- The use of external agency staff can be a positive choice to complement the skills and experiences of the permanent workforce. Any external agency staff should meet the requirements in regulation 32(4) regarding mandatory qualifications and the registered person should consider their skills, qualifications and any induction necessary before they commence work in the home. The use of agency staff should be carefully monitored and reviewed to

ensure children receive continuity of care. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.16)

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 1269215

Provision sub-type: Children's home

Registered provider: Hexagon Care Services Limited

Registered provider address: 1 Tustin Court, Port Way, Ashton-On-Ribble, Preston, Lancashire PR2 2YQ

Responsible individual: Jeanette Swift

Registered manager: Julian Monk

Inspector(s)

Lisa Mulcahy, social care inspector

Mrs Michelle Edge, social care inspector

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