

1270298

Registered provider: Nurture Me Psychological Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is privately owned by a small company. It is registered with Ofsted to care for up to four children with learning disabilities and/or social and emotional difficulties.

There has been no registered manager in post since 18 July 2023, and the responsible individual resigned on 6 December 2023.

A new manager was appointed on 16 October 2023. The director, who currently provides therapy to the children at this home, plans to take on the role of the responsible individual.

Inspection dates: 20 and 21 December 2023

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded, and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 14 March 2023

Overall judgement at last inspection: outstanding

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/03/2023	Full	Outstanding
20/07/2021	Full	Outstanding
18/02/2020	Interim	Sustained effectiveness
16/07/2019	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Since the previous inspection, two children have continued to live at this home and one child has moved out of the home. Another child moved into this home the day before this inspection. At the time of the inspection, three children lived at this home.

The quality of care provided to children is inadequate. There are serious and widespread failures in the safeguarding arrangements for children and the leadership and management of the home. During this inspection, Ofsted issued a notice to suspend the registration of the home due to the serious safeguarding concerns found.

Managers' and staff's approach to children's care is chaotic. This has impacted on the stability of the service and the care and support provided to children. Children are not helped to understand their care arrangements, and managers have changed the children's care plans without a clear rationale. Staff are also unaware of changes to the care plans for children, including the managers' decision to change the staffing complement that had previously been agreed with the placing authorities. This leads to confusion and unsafe care practices.

Children are not consulted about their care or any changes to their care plans. This does not support children to feel safe and secure and gain an appropriate sense of permanence and belonging. The unstructured changes to care planning arrangements have also impacted on children's positive relationships with staff.

Children have not received the care and supervision necessary to support their safety and well-being. Staff report that they do not receive guidance that helps them to meet the needs of children. Managers have not reviewed children's care plans, risk assessments or daily logs. Not all incidents such as allegations or where staff have intervened to keep children safe including restraints have been recorded, and those that have been recorded do not provide a clear picture of what has taken place. Managers have not reviewed the records of incidents to identify learning and inform any changes required to the safe care of children. As a result, staff do not have adequate guidance on how to provide consistent care to children to meet their needs.

Children understand how to make a complaint. However, children's concerns and allegations against staff are not responded to. Managers have not always recorded, reported or investigated concerns and allegations. Children are not listened to, and action has not been taken to establish if they have come to harm.

The majority of recordings made by managers and staff are of poor quality and they lack accountability. Records are unclear and fail to provide an account of what

has occurred, the action taken and if all professionals were notified. At the time of the inspection, the manager and director had difficulty locating records stored electronically. This means records completed by managers and staff do not accurately reflect the child's lived experiences and do not safeguard children should a serious incident occur in the home.

Children make varied progress in their educational outcomes. One child is participating full time in their education. Another child has been excluded from their educational placement and does not attend full-time education. Staff do not put in place clear routines if children do not attend school. This does not support children to return to school in a planned and supportive way.

Children are supported with a wide range of activities. One child has made progress in attending a youth club.

Staff support children to spend time with their families. This has helped children to keep in contact with people who are important to them.

How well children and young people are helped and protected: inadequate

Children have come to harm while living at this home due to inadequate safeguarding practices. One child has been able to access a laptop and has used it unsupervised. Staff confirmed that the child had access to adult websites and was exposed to adult chat rooms where there is evidence of inappropriate sexualised conversations and photographic materials from adults. This is a criminal offence. When staff observed the content on the laptop, they deleted all the information and failed to follow safeguarding practices and notify the police, the child's placing authority and Ofsted.

Leaders, managers and staff do not appropriately respond to safeguarding incidents that occur or implement effective strategies to safeguard children. This unsafe practice does not protect children from harm.

The managers' and staff's administration of medication is unsafe and dangerous. This has exposed a child to significant harm and potential addiction to a medication. One child has been given a controlled medication against the appropriate advice and guidance from a qualified medical professional. The child was exposed to this medication for a significant period.

Staff have failed to supervise children adequately. One child has had the opportunity to access the company's credit card and make purchases that have been delivered to the home. Despite new clothing and footwear being delivered to the home, managers and staff lacked professional curiosity and failed to explore this further. This left the child at risk.

Physical intervention practices are poor. There is insufficient guidance and training for staff to ensure that they use physical intervention safely and to protect children.

Staff were unclear about the agreed method of physical intervention that is used in the home. This does not demonstrate that the training provided to staff is effective.

When staff have used physical intervention, they have failed to record sufficient information, and it is not clear if the methods used have been safe or proportionate. Leaders and managers have failed to evaluate the effectiveness of the measures used and did not identify that the holds used by staff are not included in the policy or training provided. This is because the manager has not received training in the organisation's approved use of restraint. This fails to safeguard all involved.

The effectiveness of leaders and managers: inadequate

There is no management oversight of staff practice and the quality of care provided to children. The registered manager and responsible individual have left the organisation. The home is currently being overseen by the director, who plans to take on the role of the responsible individual. However, they only notified Ofsted of this change during the inspection. The newly appointed manager has been in post five weeks. The current management arrangements do not provide assurances that the failures identified in this inspection will be acted on and rectified.

The home's six-monthly quality of care report contains duplicate information from historical quality of care reports submitted to Ofsted. This does not provide Ofsted with assurance that leaders and managers understand the purpose of this key document and maintain effective monitoring and review systems

The independent person visit reports do not provide an accurate assessment of the care provided to the children. In part, this is because the independent person does not routinely consult with children, professionals or their families. In addition, the independent person does not provide the children's placing authority and the director with the findings of the visits. This has hindered the leaders' and managers' understanding of the home's strengths and areas for development and prevented other agencies from acting to protect children.

There is not enough staff to safely care for the children in line with their plans. In addition, several staff have resigned. A further reduction in staffing will not ensure that there are sufficient staff to safely care for children.

Staff do not have the training, knowledge or skills to meet the needs of the children. There have been significant shortfalls in staff's practice that have exposed children to harm. As a result, children have been exposed to harm.

Leaders and managers fail to challenge poor staff practice, and such practices have become normalised. Staff do not receive supervision sessions in accordance with the organisation's internal policy. In addition, some staff report that they do not receive support that promotes their continuous professional development.

Staff gave inspectors mixed feedback on the quality of the leadership and management in the home. Some staff told inspectors that since the new manager

started things have begun to improve. However, some staff shared that they do not have confidence that the management of the home will act on their concerns about children's safety.

Ofsted does not receive notifications when a serious incident happens. This prevents the regulator from having oversight of serious incidents in the home, in line with regulation.

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 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 are familiar with, and act in accordance with, the home's child protection policies; 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; and that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)(e)) In particular, the registered persons must ensure that:	29 February 2024

■ there is clear and up-to-date guidance in place that is based on children’s current presentations, which informs staff on how to keep children safe ■ leaders, managers and staff have undertaken training to identify and act on signs that a child is at risk ■ leaders, m leaders, managers and staff understand their roles and responsibilities and act on concerns and allegations of abuse shared by children	
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 have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; ensure that the home’s workforce provides continuity of care to each child; 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; and 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)(e)(f)(h)) In particular, the registered persons must ensure that:	29 February 2024

■ there are rigorous and effective monitoring systems in place that provide oversight on all aspects of the care children receive and their safety and progress ■ leaders and managers have an accurate understanding of the strengths and weaknesses of the home and there is an action plan in place with clear timescales for improvement ■ that enough staff are employed to meet the needs of the number of children the home is registered for ■ that all staff have had the training and have the skills to meet the needs of children the home intends to accommodate, as outlined in the home's statement of purpose ■ the appointed manager submits an application to register with Ofsted so that it can be determined if the manager has the experience, qualifications and skills as outlined in Regulation 28.	
The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home. (Regulation 23 (1)) In particular, the registered persons must ensure that the arrangements for the handling, recording, safekeeping and safe administration of medicines are reviewed. Ensure that sufficient staff are trained in line with the organisation's internal medication policy.	29 February 2024
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out— how appropriate behaviour is to be promoted in the children's home; and the measures of control, discipline and restraint which may be used in relation to children in the home. 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—	29 February 2024

details of the child's behaviour leading to the use of the measure; details of any methods used or steps taken to avoid the need to use the measure; 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")— has spoken to the user about the measure; and has signed the record to confirm it is accurate; and within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (1)(a)(b) (3)(a)(i)(ii)(v)(b)(i)(ii)(c)) In particular, the registered persons must ensure: ■ that the behaviour management policy and physical intervention practices in the home are reviewed ■ that all physical intervention incidents are recorded in line with regulation and reviewed by the manager to ensure that any physical intervention is used in accordance with regulation, the children's behaviour management plan and the organisation's internal behaviour management policy.	
The registered person must notify HMCI and each other relevant person without delay if— a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation; an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is an allegation of abuse against the home or a person working there; a child protection enquiry involving a child— is instigated; or	29 February 2024

concludes (in which case, the notification must include the outcome of the child protection enquiry); or there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e)) This specifically relates to the requirement that the provider must ensure that a notification is submitted to Ofsted in line with the regulations.	
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— children are effectively safeguarded; and the conduct of the home promotes children's well-being. The independent person must provide a copy of the independent person's report to— upon request, the local authority for the area in which the home is located; the placing authorities of children; and the registered provider and, if applicable, the registered manager. (Regulation 44 (4)(a)(b) (7)(b)(c)(d)) In particular, the registered persons must ensure that a suitable independent visitor is appointed to carry out external monitoring visits of the home and they are submitted to the parties specified in this regulation.	29 February 2024
The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the quality of care provided for children; the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and	29 February 2024

any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ("the quality of care review report"). The registered person must— supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)) This specifically relates to the requirement that the manager submits a six-monthly quality of care review, which accurately reflects the care provided in the home and shows their monitoring, reviewing and evaluating of the quality of care provided to children.	
An organisation may only carry on a home if— the organisation has notified HMCI of the name, address and position in the organisation of the responsible individual. A responsible individual must— satisfy the requirements in paragraph (5)(a) to (c); and have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated. (Regulation 26 (4)(ii) (7)(a)(b))	29 February 2024
The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; and are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))	29 February 2024

Schedule 4 sets out the other information that the registered person must keep in relation to a children's home. The registered person must— maintain in the home the records in Schedule 4; and ensure that the records are kept up to date. (Regulation 37 (1) (2)(a)(b))	29 February 2024
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Recommendation

- The registered persons should ensure all records are recorded in a way that is non-stigmatising and can distinguish 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 61, 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: 1270298

Provision sub-type: Children's home

Registered provider: Nurture Me Psychological Services Limited

Registered provider address: 58 High Street, Madeley, Telford, Shropshire TF7 5AT

Responsible individual: Post vacant

Registered manager: Post vacant

Inspectors

Sam Dulay-Kainth, Social Care Inspector
Sophie Hills, Social Care Inspector

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