

2563216

Registered provider: North East Lincolnshire Council

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A local authority owns and manages this home. The home provides care for up to four children with social and emotional difficulties.

Two children have recently left the home and one child is currently living in the home.

The manager registered with Ofsted in October 2021.

Inspection dates: 19 and 20 July 2022

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 are not protected and their welfare is not promoted. The care and experiences of children are poor and they are not making progress.

Date of last inspection: 24 May 2022

Overall judgement at last inspection: inadequate

Enforcement action since last inspection:

Ofsted carried out a full inspection of this home on 24 and 25 May 2022. The home was judged inadequate. Failures to help and protect children and in the leadership and management of the home meant that children's overall experiences were poor. Ofsted issued one compliance notice under regulation 32 in relation to the safe recruitment of staff. This notice was monitored as part of this inspection.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/05/2022	Full	Inadequate
18/11/2021	Full	Requires improvement to be good
03/08/2021	Full	Inadequate

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Serious and widespread shortfalls remain in staff practice, which places children at risk of harm. Children's day-to-day experiences are poor, and incidents that occur in the home impact on their safety and well-being. Staff are unable to support children effectively to prevent them from harming themselves or others. On one recent occasion, children were able to barricade staff in the office and block the front and back doors to the home. This left the children unsupervised for a long period, during which they caused significant damage to the home and to their bedrooms. As a result, two children needed to leave the home as it was no longer safe for them to remain.

Children's care is not well planned. This results in some children not making progress and their placement breaking down. Children have moved on from this home in emergency circumstances without being able to say goodbye to their friends. This is hard for those children who have lived together for a while to understand.

Relationships between children and staff are mixed. Since the last inspection, some children have enjoyed spending time with some staff and taking part in activities, including trips to the seaside. Nevertheless, there are frequent changes in the staff team and an increase in the use of temporary relief staff and agency staff. This prevents children from building secure and trusting relationships with staff.

Some children have not attended school for a long time and are slowly being reintroduced to formal learning. Staff try to support this learning by emphasising the importance of education and the positive impact that this will have on the children's employment and career choices. Other children do not take part in any form of education. The lack of routine and structure in the home means that children are not prepared or motivated to work towards achieving their educational targets.

Staff prioritise children's health. When children misuse drugs, they benefit from quick and easy access to specialist services to help them to understand the potential risks to their physical and emotional health. Children also regularly attend their routine medical appointments, which helps them to maintain good health.

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

Staff do not implement the learning and information gained through formal training to de-escalate incidents effectively or to manage and reduce risks to children's safety. There are recent occasions when children have been physically harmed because staff have failed to respond appropriately to incidents in line with internal child protection policies. They have relied on the police to manage children's behaviours, which has resulted in children being arrested. Staff do not help children

to recognise risks to their safety or complete effective work with children to reduce these risks.

Children's risk assessments are not up to date. These documents do not provide staff with sufficient guidance or clear strategies to use to keep children safe. Consequently, some risks, including children damaging property, continually reoccur because staff practice is inconsistent and ineffective. This chaotic approach to managing risk leaves some children feeling angry and frustrated.

Children sometimes go missing from the home. Staff follow internal and local authority procedures and work closely with local police teams to try and quickly locate the children.

Leaders and managers respond to allegations of harm or abuse. These are referred to the relevant agencies and professionals, and staff are redeployed while investigations are carried out. When children raise complaints, these are quickly addressed. This gives children confidence that their concerns are taken seriously.

Since the last inspection, leaders and managers have taken sufficient action to address the steps raised in the compliance notice regarding staff recruitment. A new recruitment recording system has been introduced and any gaps in employment files are now checked and the staff information is updated. The new recruitment system cannot yet be fully tested as no new staff have started since the last inspection.

The effectiveness of leaders and managers: inadequate

Leaders and managers have addressed four of the eight requirements raised at the last inspection, including the compliance notice. The four unmet requirements are repeated. Ofsted has made a further three requirements as a result of this inspection.

The registered manager has been in post since October 2021. Although the manager recognises and accepts the areas for development, there are insufficient plans in place currently to address these shortfalls or to improve staff practice.

Internal monitoring systems are ineffective. For example, these do not help the registered manager to identify gaps in children's care plans or risk assessments. The registered manager's quality of care review report does not fully evaluate children's experiences of living in this home or consider how the care they receive affects their progress. In this report, the registered manager has not sufficiently explored safeguarding incidents to determine risks to children's safety. This lack of analysis means that opportunities have been missed to focus development plans to improve the service and to better protect children.

The registered manager's review of the suitability of the location of the home does not consider the wider risks associated with the surrounding areas that children visit. There is no consultation with relevant professionals, including the police. The

registered manager does not use this risk assessment to collate the information available to help reduce risks to children.

Staff say that they feel supported by the registered manager. They now receive formal supervision to help them to reflect on their practice and raise any issues that they are concerned about. Relief staff now receive formal supervision. This meets a requirement set at the last inspection. This development is recent and the impact for children cannot yet be fully evaluated.

The registered manager shares information about children with other professionals, including social workers, police teams, substance misuse workers and the youth offending service. This communication means that all relevant agencies have access to important information to support their decision-making.

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 education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to achieve the child's education and training targets, as recorded in the child's relevant plans; promote opportunities for each child to learn informally. (Regulation 8 (1) (2)(a)(i)(v)) This requirement is repeated from the last inspection.	4 September 2022
*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;	4 September 2022

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)(i)(ii)(iii)(v)(vi)(vii)) This requirement is repeated from the last inspection.	
*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— 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; 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(c)(e)(f)(h)) This requirement is repeated from the last inspection.	4 September 2022
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. (Regulation 14 (1)(a)(b))	4 September 2022
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out—	4 September 2022

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 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; 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)(b)(i)(ii)(c)) This requirement is repeated from the last inspection because no physical restraints have occurred during this period.	
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. (Regulation 45 (1) (2)(a))	4 September 2022
The registered person must review the appropriateness and suitability of the location of the premises used for the purposes of the children's home at least once in each calendar year taking into account the requirement in regulation 12(2)(c) (the protection of children standard). When conducting the review, the registered person must consult, and take into account the views of, each relevant person. (Regulation 46 (1) (2))	4 September 2022

* These requirements are subject to a compliance notice.

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: 2563216

Provision sub-type: Children's home

Registered provider: North Yorkshire County Council

Registered provider address: Civic Offices, Knoll Street, Cleethorpes, Lincolnshire DN35 8LN

Responsible individual: Vicki Lawson

Registered manager: Tracy Jefferson

Inspector

Jamie Richardson, Social Care Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2022