

2569519

Registered provider: Pilgrim Extra Care Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This is the only children's home owned and managed by this private provider. It registered with Ofsted in April 2020. The home is registered to provide care for up to four children with emotional and behavioural difficulties.

The home has been without a registered manager since March 2021. The day-to-day management of the home is being undertaken by the responsible individual due to there being nobody acting in the role of the manager.

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers carried out under the social care common inspection framework (SCCIF) on 17 March 2020. We returned to routine SCCIF inspections on 12 April 2021.

Inspection date: 30 December 2021

Date of last inspection: 3 August 2021

Judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

This inspection was triggered by concerns that the home does not have sufficient staff to operate the home and keep children safe. An email from the responsible individual over the Christmas period alerted the regulator and placing authority to what was described by the responsible individual as a 'staffing crisis'. In response to this situation, the responsible individual served immediate notice on the children's placements at the home and requested that alternative placements be sought.

The home was found to be chronically short staffed, with several staff resigning with immediate effect during December 2021. This included the interim manager and a senior manager. This left the home without adequate management arrangements in place.

There is a lack of suitably qualified and experienced staff. Care is being provided by a small team of agency care staff, along with the responsible individual and the one remaining permanent member of staff. An agency member of staff is providing waking night support. The lack of consistent, qualified staff is impacting on the quality of care provided. Decisions being made are not always made with children's best interests as a priority, and some decisions around how care is delivered places children at risk.

Agency workers do not receive an induction into the home. There is no evidence that agency staff have read children's plans, risk assessments, behaviour support plans or the policies designed to protect children. This means that staff working with the children are not always aware of the children's needs and risks.

Rotas, daily logs and handovers do not clearly identify who is working in the home. This prevents clear oversight of who is working with, and supervising, the children. Children have been left unsupervised with people who are not employed to work at the home. One child was left unsupervised in a bedroom with an external contractor and shared personal information with them before staff intervened. People are working in the home who are not part of the staff team.

Recruitment practice is poor. The responsible individual has not undertaken all relevant checks on staff's suitability to work with children. For example, one staff profile does not match the information provided by the agency, an agency worker's Disclosure and Barring Service certificate is out of date, and references and employment history are not checked sufficiently. This means that potentially unsafe adults have been allowed to work in the home, which places children at risk of harm.

Staff have not received regular supervision. The responsible individual does not have access to staff supervision records and, given that staff have left, the responsible individual could not confirm whether supervision has taken place and whether any actions have been followed up.

There is a lack of consistent management oversight and monitoring throughout the home, and several shortfalls were identified. These included auditing of children's files and staff files. Written documentation does not consistently reflect the narrative given by the responsible individual.

Children's risk assessments do not accurately reflect all known risks to the children, in particular the risk of harm to each other. At the point of the second child's admission to the home, the process of matching and risk assessment did not consider all known risks and behaviours. Staff are not trained, nor do they have sufficient experience to deal with and manage some of the behaviour identified within the children's plans. A lack of understanding of risks and behaviour places children at risk of harm.

The staffing situation became chronic in very recent weeks, and after the newest child was admitted to the home. However, this child's admission was not managed well. The child did not receive a welcome guide or guidance about how to raise a concern or make a complaint.

Children's needs are not always prioritised. For example, a child was made to move bedroom on Christmas Day because it fitted in with when a tradesperson was able to redecorate the child's bedroom, rather than recognising how disruptive this was for the child and the child's need to engage in festive activities.

Despite the shortfalls in care identified, the children appear settled and reasonably happy in the home. Family time is supported, and children have access to activities in the home and community.

However, a few days after the interim inspection was carried out, the staffing situation deteriorated further. This resulted in the decision being made to suspend the home's registration. The requirement set at the home's last inspection relating to safe recruitment practice was not deemed to have been met. Therefore, this requirement has been restated.

Recent inspection history

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

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 quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— understand and apply the home's statement of purpose; ensure that any care that is arranged or provided for a child that— relates to the child's development (within the meaning of section 17(11) of the Children Act 1989) or health; and satisfies the conditions in paragraph (3). The conditions are— that the care is delivered by a person who— has the experience, knowledge and skills to deliver that care; and is under the supervision of a person who is appropriately skilled and qualified to supervise that care. (Regulation 6 (1)(a)(b) (2)(a)(d)(i) (3)(c)(i)(ii)) In particular, this relates to children being cared for by sufficient, consistent staff in the home who are suitably qualified and experienced.	10 February 2022

The children's views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— ascertain and consider each child's views, wishes and feelings, and balance these against what they judge to be in the child's best interests when making decisions about the child's care and welfare; help each child to express views, wishes and feelings; help each child to understand how the child's views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child; regularly consult children, and seek their feedback, about the quality of the home's care; help each child to understand how the child's privacy will be respected and the circumstances when it may have to be limited; ensure that each child— is enabled to provide feedback to, and raise issues with, a relevant person about the support and services that the child receives; has access to the home's children's guide, and the home's complaints procedure, when the child's placement in the home is agreed and throughout the child's stay in the home; and ensure that an explanation is given to each child as soon as reasonably practicable after the child's arrival about—	10 February 2022
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the children's guide; how to make a complaint or representations in relation to the home or the care the child receives and how any complaint or representations will be dealt with. (Regulation 7 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(b)(i)(ii)(d)(i)(ii)) In particular, this relates to children being consulted with about matters that affect their care and the development and running of the home. This also relates to new children in the home being provided with a welcome guide and an introduction to the home.	
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; 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)(a)(i)(b)) In particular, this relates to temporary staff having an induction to the home and being made aware of children's plans and risks. This also relates to safe recruitment practice and ensuring that all relevant checks have been undertaken prior to staff working in the home.	10 February 2022
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—	10 February 2022

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; 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, this relates to the employment of a staff team that is suitably qualified and experienced. It also relates to effective management oversight of the home by someone who is suitably qualified and experienced for that role.	
The care planning standard is that children— 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 arrangements are in place to— ensure the effective induction of each child into the home; plan for, and help, each child to prepare to leave the home or to move into adult care in a way that is consistent with arrangements agreed with the child's placing authority. (Regulation 14 (1)(b) (2)(b)(i)(iii)) This specifically relates to children receiving an induction as part of their welcome to the home, and when leaving the home, wherever possible, children should leave in a planned, positive way that they are prepared for.	10 February 2022

The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; or if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow the individual to work at the home, if the individual satisfies the requirements in paragraph (3). The requirements are that— the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. The registered person must take reasonable steps to ensure that any individual who is working at the home and who does not fall within paragraph (2)(a) and (b) is appropriately supervised while carrying out the individual's duties. (Regulation 32 (1) (2)(a)(b) (3)(b)(d) (8)) This specifically relates to anyone working in the home having all relevant checks completed prior to working with children. It also refers to external contractors and those who are not employed as part of the staff team in the home being supervised when around the children.	10 February 2022
The registered person must— ensure that each employee completes an appropriate induction. The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (1)(a) (4)(b)) In particular, this relates to agency staff receiving an induction to the home, and all staff receiving supervision regularly.	10 February 2022

Information about this inspection

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full 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: 2569519

Provision sub-type: Children's home

Registered provider: Pilgrim Extra Care Limited

Registered provider address: 43 Woodville Road, Boston, Lincolnshire PE21 8AR

Responsible individual: Agness Karimazondo

Registered manager: Post vacant

Inspectors

Sarah Orriss, Social Care Inspector
Thirza Smith, Social Care Inspector

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