

SC025395

Nugent Care 2019

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This children's home is operated by a charity over two sites, providing care and accommodation for 19 children in total.

The home is registered to care for children with emotional and/or behavioural difficulties and learning disabilities. The home also provides provision, according to its statement of purpose, for a mother and baby placement.

There has been no registered manager since July 2020 following the retirement of the previous registered person.

Inspection date: 1 December 2020

This monitoring visit

During this visit, inspectors identified significant shortfalls in safeguarding practice, care planning for children and the leadership and management of the home. As a result, three compliance notices were issued, under regulation 12 the protection of children standard, regulation 13 the leadership and management standard and regulation 14, the care planning standard.

Inspectors found shortfalls in risk management plans, which contained minimal strategies for staff to follow to help them manage and minimise risk factors. Without this clear guidance staff are unsure what action to take, leaving children vulnerable. For example, despite known incidents of a child being bullied, this is not identified on their individual risk assessment. As a result, there are no strategies identified for staff to follow to ensure that they can consistently respond and safeguard the child. Consequently, bullying episodes have continued to take place. In addition, the bullying procedure has not been implemented in line with the organisation's own policies.

Managers and staff do not take effective action to ensure that children are kept safe from harm. The risk management plans for children who are at risk of criminal

exploitation do not include effective strategies and guidance to ensure that staff know how to manage these risks. Consequently, children remain at risk of criminal exploitation.

Managers and staff are unclear about their responsibilities in keeping children safe and have not taken sufficient action to help each child to understand how to keep safe, in particular, when children display self-injurious behaviour. One child was reported to have attempted to use her bedroom curtain as a ligature. There was no record of this incident, despite the child and staff confirming this event had occurred. In addition, the child's risk assessment did not identify strategies or modifications to the environment to protect the child from any further incidents.

Risk assessments are of poor quality and have not been updated following serious incidents. For example, one child had gone into other children's bedrooms when they were asleep to use their mobile phones. This was not detailed in the child's risk assessment and no strategies have been put in place to protect other children from this risk. One younger child, who has recently left the home, has made a serious safeguarding allegation in relation to this older child. Ofsted has not been notified of this incident to allow them to undertake effective monitoring and risk assessment of the setting.

Inspectors identified that children have not benefited from a comprehensive referral, or a thorough assessment of their needs. Children have moved into the home without a clear assessment of their compatibility with other children living in the home. This does not ensure that children are appropriately placed and that the staff team is able to meet their needs.

Children's transitions in and out of the home are not carefully planned. For example, prior to a child coming to the home, managers completed a limited assessment about the suitability of this placement. Specifically, there was no assessment of how well matched the new child was with the existing group of children and known concerns about bullying were not carefully considered. Consequently, bullying incidents have continued to occur and this has affected the child at both home and school. In addition, the assessment to consider whether the staff at the home could meet the needs of the child took place on the day he moved in, when a placement had already been agreed. This poor planning had the potential to impact upon the safety and welfare of all children.

One child had been moved between the home's two settings without appropriate planning. The impact of this poor planning led to significant incidents involving a child. For example, a child gained access to prescribed medication and ligature-cutting equipment without the knowledge of staff. This placed the child at risk of harm.

The home currently has no registered manager, since the retirement of the previous registered manager in July 2020. An interim manager has been identified to manage the home since October 2020. As yet, this arrangement has not been finalised

through the recruitment process and as a result an application to register has not been received by Ofsted.

Prior to the registered manager taking retirement she had not been in the home since March 2020. This was due to government guidance in relation to the COVID-19 pandemic. Ineffective day-to-day management has impacted on the quality of care provided for children and a number of regulatory shortfalls have been identified as a result. Furthermore, some staff have had no clear direction and leadership, which has impacted on their ability to provide a consistent team approach towards caring for children.

Inspectors found shortfalls in record-keeping in the home. For example, the admission and discharge register is not maintained in line with regulation. The home's statement of purpose has been sent to Ofsted in draft format and as a result the arrangements for the function of the home are not clear.

The current management team does not have effective oversight of the home. This lack of oversight has resulted in managers being unaware of a number of shortfalls in the home. Furthermore, the system to monitor and have oversight of incidents, to improve services for children, is poor. Inspectors found there was a lack of evaluation and management oversight of restraints and sanctions. For example, following one restraint, a member of staff used internal procedures to notify managers that a child was held unlawfully. Records show that the child had been given a debrief by the person who was subject to the allegation. No management oversight had taken place prior to this allegation being raised by the inspectors on the day of the visit.

A further example was in regard to care planning for a child. The plan is that the child writes on a board each day about her feelings. This should be monitored and shared with her mental health professionals. An inspector saw she had written statements about wanting to end her life. However, there is no record that this information had been logged and shared with professionals involved in her care to ensure that appropriate action and responses could be planned.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/11/2019	Full	Good
07/08/2018	Full	Good
17/10/2017	Full	Good
27/03/2017	Interim	Improved effectiveness

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 positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; 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— encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding; help each child to understand, in a way that is appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful; help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship; de-escalate confrontations with or between children, or potentially violent behaviour by children;	24 January 2021

understand and communicate to children that bullying is unacceptable; and have the skills to recognise incidents or indications of bullying and how to deal with them. (Regulation 11 (1)(a)(b)(c) (2)(a)(iii)(iv)(v)(vi)(vii)(xi)(xii)(xiii))	
*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. (Regulation 12 (1) (2)(a)(i)(ii))	24 January 2021
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; 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.	15 January 2021

(Regulation 13 (1)(a)(b) (2)(a)(f)(h))	
*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 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))	15 January 2021
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— medicines kept in the home are stored in a secure place so as to prevent any child from having unsupervised access to them. (Regulation 23 (1) (2)(a))	24 January 2021
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— the name of the child; details of the child's behaviour leading to the use of the measure; the date, time and location of the use of the measure; a description of the measure and its duration;	24 January 2021

details of any methods used or steps taken to avoid the need to use the measure; the name of the person who used the measure ("the user"), and of any other person present when the measure was used; 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; 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 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))	
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 concludes (in which case, the notification must include the outcome of the child protection enquiry); or	24/01/2021

there is any other incident relating to a child which the registered person considers to be serious.	
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(Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e))	
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*These requirements are subject to a compliance notice.

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: SC025395

Provision sub-type: Children's home

Registered provider: Nugent Care 2019

Registered provider address: 99 Edge Lane, Edge Hill, Liverpool L7 2PE

Responsible individual: Sarah Swanson

Registered manager: Post vacant

Inspectors

Jessica Forshaw, Social Care Inspector
 Suzanne Birchall, Social Care Inspector
 Denise Jolly, Social Care Inspector

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