

SC063814

Break

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a registered charity. It provides care for up to four children aged between seven and 17 who have experienced neglect, abuse and trauma along with family and placement breakdowns. The manager has been registered with Ofsted since December 2019.

Inspection date: 17 November 2020

This monitoring visit

The home was judged as good following a full inspection on 21 August 2019. Since July 2020, there have been increasing safeguarding concerns notified to Ofsted. The purpose of this monitoring visit was to assess how the provider has managed these concerns. No immediate safety or safeguarding issues have been found. This monitoring visit has, however, identified several regulatory shortfalls.

The staff have struggled to manage the children's behaviours. This has been evident in the increase in the number of incidents. Local factors have negatively influenced behaviours and the children going missing from the home. This has led to a significant increase in one child at this home self-harming. Another child has displayed violent behaviours following some of these missing-from-home episodes.

The manager has been diligent in reviewing these incidents and persistently escalated her concerns. However, senior managers allowed an escalation of risk-taking behaviours to continue and the children to be exposed to serious harmful incidents.

Despite numerous multi-agency professionals' meetings, the immediate safety planning to protect the children has not been effective. The manager has been unable to fully mitigate the risks and settle the home. This has resulted in an over reliance on the police to manage the children's behaviours.

The manager has failed to update the children's risk assessments and care plans to include recent incidents. The recent risky behaviours are not all identified. Therefore, the risk assessments do not capture current, important information. This could lead to a lack of implementation of agreed strategies. One child's missing-from-home episodes involved regular attempts to self-harm. However, the staff provide close supervision of the children. They follow the missing-from-home protocol when children go missing. The feedback from social workers is that the staff provide them with regular updates.

The staff and the manager have worked hard to build positive relationships with the children. They have ensured that the children are supported in key-work sessions to understand some of the risks around their behaviours. However, a significant issue for all the children has been the dangers of peer-on-peer exploitation and how this increases risk-taking behaviours. The staff have not explored these topics with the children. Therefore, the children are not able to recognise the signs of being exploited and how to keep themselves safe.

Not all the staff have undertaken specialist training to meet the children's individual needs. Some of the staff do not have the knowledge and skills to work with the children to understand what their individual behaviours may mean and how best to respond to them.

The manager knows the children well. She is child centred and a strong advocate. Through her positive professional relationships, she has been able to access mental health support for one child. This specialist support is enabling the child and the staff to begin to look at how early life experiences link to the child's current behaviours.

More recently, there have been important positive changes to local risk factors that have resulted in a more settled period and an opportunity for stability. The children are responding more positively to the care that the staff are providing. This is enabling the staff to begin to develop more structured routines.

A new operational manager has been appointed to the home. Together with the registered manager, they are reviewing the risk-management and support plans for the children. Both managers have reflected on the difficult challenges that they have faced and how these have affected their practice.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
21/08/2019	Full	Good
18/09/2018	Full	Good

13/12/2017	Full	Good
15/12/2016	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 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; manage relationships between children to prevent them from harming each other. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(iv)) In particular: Ensure that the risk assessment and care plans are up to date and that all risks and vulnerabilities are fully explored. Ensure that all staff have training in self-harm and child exploitation. Ensure that staff understand and implement each child's risk assessment. Ensure that staff understand their role in keeping children safe, particularly with regards to direct work around self-harm, peer-on-peer exploitation and incidents of children going missing from home.	31/12/2020

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— 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. (Regulation 13 (1)(a)(b) (2)(f)) In particular, ensure that senior managers consider the registered manager's assessment of risk and the likely impact on children who live at the home.	31/12/2020
The care planning standard is that children— receive effectively planned care in or through the children's home. In particular, the standard in paragraph (1) requires the registered person to ensure— that the child's placing authority is contacted, and a review of that child's relevant plans is requested, if— the registered person considers that the child is at risk of harm or has concerns that the care provided for the child is inadequate to meet the child's needs; the child is, or has been, persistently absent from the home without permission; or the child requests a review of the child's relevant plans. (Regulation 14 (1)(a) (2)(f)(i)(ii)(iii))	31/12/2020

Information about this inspection

The purpose of this monitoring visit was to assess how the provider has managed safeguarding concerns.

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

Children's home details

Unique reference number: SC063814

Provision sub-type: Children's home

Registered provider: Break

Registered provider address: Schofield House, 1 Spar Road, Norwich, Norwich
NR6 6BX

Responsible individual: Rachel Leslie

Registered manager: Anne-Marie Rankin

Inspector

Leemya McKeown, Social Care Inspector

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