

# 1258343

Registered provider: New Forest Care Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately operated children's home is one of a group of homes and educational premises located in the south of England. The home provides short-term care and accommodation for up to four children.

The manager is qualified and was registered in September 2017.

**Inspection dates:** 2 to 3 October 2019

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

**requires improvement to be good**

How well children and young people are helped and protected

requires improvement to be good

The effectiveness of leaders and managers

requires improvement to be good

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of last inspection:** 2 July 2019

**Overall judgement at last inspection:** inadequate

**Enforcement action since last inspection:**

The home was judged as inadequate at the last full inspection on 2 and 3 July 2019. A compliance notice under regulation 20, restraint and deprivation of liberty, was issued. A monitoring visit was undertaken on 27 August 2019 to review the actions taken by the

provider to improve and to comply with the notice. At that monitoring visit, it was identified that the provider had taken some steps to address the action points in the compliance notice. However, Ofsted judged that further work was required to ensure that when restraint is used in relation to a child is always necessary and proportionate. A further compliance notice under regulation 20, restraint and deprivation of liberty, was issued. That notice has been reviewed during this inspection. Ofsted has judged that enough action has now been taken to meet the requirements of that notice.

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
02/07/2019	Full	Inadequate
04/02/2019	Interim	Sustained effectiveness
02/10/2018	Full	Good
12/02/2018	Full	Requires improvement to be 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
<p>6: The quality and purpose of care standard</p> <p>(1) The quality and purpose of care standard is that children receive care from staff who—</p> <p>(a) understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>(b) use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) understand and apply the home’s statement of purpose;</p> <p>(b) ensure that staff—</p> <p>(i) understand and apply the home’s statement of purpose;</p> <p>(iv) provide personalised care that meets each child’s needs, as recorded in the child’s relevant plans, taking account of the child’s background;</p> <p>(v) help each child to understand and manage the impact of any experience of abuse or neglect;</p> <p>(vi) help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult; and</p> <p>(ix) make decisions about the day-to-day arrangements for each child, in accordance with the child’s relevant plans, which give the child an appropriate degree of freedom and choice.</p> <p>In particular, ensure that the model of care outlined with in the statement of purpose is consistently applied to children’s care. Ensure that staff understand when it is appropriate to use physical restraint on children and that this approach is understood and applied consistently. Ensure practice in respect of physical restraint is informed by research. Ensure that any consequences used are recorded and monitored. Ensure that children’s plans reflect their current and any emerging needs.</p>	<p>30/11/2019</p>

<p>Ensure that any restrictive practices, for example the removal of phone leads, are only in place if there is an immediate risk of harm for children.</p> <p>Ensure that when staff do not follow children’s care plans this is appropriately addressed and monitored.</p>	
<p>12: The protection of children standard</p> <p>(1) The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>(vii) are familiar with, and act in accordance with, the home’s child protection policies.</p> <p>(Regulation 12 (1)(2)(a)(v) and (vii)) and ‘Working Together to Safeguard Children’, 2018, page 67, paragraph 45)</p> <p>In particular, ensure that all staff understand when it is appropriate to use physical restraint.</p> <p>Ensure that all staff understand when it is appropriate to involve the police.</p> <p>Ensure that staff understand when the police should be called and the reasons behind this.</p>	<p>30/11/2019</p>
<p>13: The leadership and management standard</p> <p>(1) The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>(a) helps children aspire to fulfil their potential; and</p> <p>(b) promotes their welfare.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) 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;</p> <p>(e) ensure that the home’s workforce provides continuity of care to each child;</p> <p>(f) 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;</p> <p>(g) demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>(i) research and developments in relation to the ways in which</p>	<p>30/11/2019</p>

<p>the needs of children are best met; and (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>In particular, ensure that all staff understand and consistently implement the model of care as outlined in the statement of purpose. Ensure that staff fully understand and consistently implement expectations in respect of the use of physical restraint. Ensure that oversight of children’s care is objective and considers what staff could have done better.</p>	
<p>32: Fitness of workers</p> <p>(1) The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety.</p> <p>In particular, ensure that the registered manager is involved in recruitment procedures, and understands what steps have been taken to ensure that staff working in the home are fully vetted and safe.</p>	30/11/2019
<p>33: Employment of staff</p> <p>(4) The registered person must ensure that all employees— (a) undertake appropriate continuing professional development; (b) receive practice-related supervision by a person with appropriate experience.</p> <p>In particular, ensure that any practice concerns or issues are fully understood. Furthermore, ensure that systems are in place to monitor and review any such concerns.</p>	30/11/2019

## Inspection judgements

### **Overall experiences and progress of children and young people: requires improvement to be good**

On occasions the managers and staff hold low expectations for children. They use some blanket approaches to care. This approach considers general and ‘worst-case’ scenarios and does not always specifically relate to the children. For example, they reported that one child is not allowed to have a clothes rail or their phone charger lead because this could present a ligature risk for self-harm. This is not a current concern for this child. Likewise, the language used, both written and verbally, by some staff is inappropriate. On several occasions, staff referred to a child as a ‘YP’ and to their home as a ‘unit’.

Following the previous two inspections, Ofsted required the home to review its approach

to managing children's behaviour, in particular to identify ways to reduce and, wherever possible, avoid the use of restraint. Managers and staff are struggling with this concept. Motivation to change focuses on the outcome of previous inspections rather than a desire to improve experiences for children.

Since the monitoring visit, restraint has not been used. For one child, the use of restraint has been removed completely, and for the second child, staff are advised not to use ground holds. This positive step forward now needs to embed. While children's behaviour support plans have been revised, further work is required to ensure that they offer more clarity to staff in respect of how they should support children.

Following a behavioural incident, one child has refused to return to the home and is currently staying with their family. This is agreed with the placing authority. Positively, staff continue to provide support to the child in his family home while longer-term plans are determined. However, important records have not been updated to reflect the changes in care and support being provided to the child.

One child spoke to the inspectors about their experiences. Feedback is positive, they feel listened to, cared for and safe. They said that this is 'the best place' they have ever stayed. The recent change to their care plan regarding restraint has helped them to feel more confident. They feel more able to manage their emotions and make positive choices.

Children have access to a wide range of activities. They told inspectors how much they enjoy taking part. One told how axe throwing and horse riding helps support them to build their confidence and improve their self-esteem.

### **How well children and young people are helped and protected: requires improvement to be good**

Although enough progress has been made to meet the compliance notice, children remain at some risk because staff told inspectors that they are confused about the use of restraint. Some staff feel that they should use restraint on a regular basis; one said that ground holds are therapeutic for children. Another suggested that their own safety would be compromised if they did not use restraint. Further work is required to ensure that staff fully understand the effect of restraint and when it is appropriate to use this method of behaviour management.

Inconsistencies remain in how well staff support children with their behaviour. Two behavioural incidents have occurred since the previous inspection. During one, staff worked hard to de-escalate the situation and avoided using restraint. Staff employed positive strategies to protect the child and return them safely and quickly home. This incident was well managed. Some staff questioned why restraint was not used during this incident. However, in the other incident, staff involved the police because the child was causing damage. As a result of this, the child is pending court action. More work is required to review police involvement and minimise the potential effect on children's lives.

The registered manager does not have full knowledge of recruitment details for staff working in the home. One member of staff has been employed since the last inspection. The manager could not answer questions arising from their records.

The arrangements for the recording and safekeeping of medication are good. These are supported by a good electronic system and oversight by a nurse. There are no recorded errors. Nonetheless, there was no record of the contents of the medication cabinet, action taken rectified this during the inspection.

### **The effectiveness of leaders and managers: requires improvement to be good**

Leaders and managers have struggled to accept the findings of the previous two inspections. This has hampered progress. During this inspection they were able to demonstrate a willingness to make changes; some of these were made during the inspection.

Managers have failed to ensure that all staff understand the model of care used in the home. More work is required to ensure that the model is fully understood so that staff can apply it consistently.

The manager continues to review incidents and evaluates the care children receive. However, these reviews are not always effective or objective to analyse and improve children's experiences. At times, the focus is on what children have done wrong rather than on what staff could have done better.

Arrangements in respect of consequences for children are unclear. One child was not given their phone following an incident. This was not recorded as a consequence. Likewise, when natural consequences occur, records are poor. Therefore, the effectiveness of consequences cannot be fully considered.

Not all staff receive good-quality, reflective supervision. In addition, the quality of the staff appraisals is poor. Opportunities have been missed to ensure that action plans reflect the current performance of this service. Some records in respect of poor practice are weak and difficult to understand. One of these was in respect of staff not following children's care plans. No formal actions have been set.

Managers have failed to give due consideration to significant external pressures faced by one member of staff. In this case, risk assessment and monitoring processes are not evident. The concerns had not been escalated to senior managers.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care

provided. Wherever possible, they talked to children and young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

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:** 1258343

**Provision sub-type:** Children's home

**Registered provider:** New Forest Care Ltd

**Registered provider address:** New Forest Care Ltd, West Shore House, West Street, Hythe, Southampton SO45 6AA

**Responsible individual:** David Sayers-Carter

**Registered manager:** Gary Macarthur

## Inspector(s)

Tracey Ledder, social care inspector  
David Kidner, social care inspector

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