

SC022448

Nugent Care

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This secure children's home is operated by a voluntary organisation and is approved by the Secretary of State to restrict children's liberty. The children's home can accommodate up to 12 children who are aged between 10 and 17. The home provides for children accommodated under section 25 of the Children Act 1989 and who are placed by local authorities.

Admission of any child who is under 13 years of age requires the approval of the Secretary of State, under section 25 of the Children Act 1989.

The commissioning of health services in this home is the statutory responsibility of NHS England under the Health and Social Care Act 2012. Education is provided on-site in dedicated facilities.

The manager has been registered with Ofsted since March 2007.

Inspection date: 14 November 2019

This monitoring visit

Ofsted inspected this home on 15 and 16 October 2019 and judged the service to be inadequate. This was the second consecutive judgement of this type. Because of this, Ofsted served a notice restricting accommodation on 18 November 2019. Three compliance notices were also served on 22 October 2019. These notices related to the protection of children, leadership and management and behaviour management records. The purpose of this monitoring inspection was to review the progress made against these compliance notices and consider the suitability of the imposed restriction on accommodation.

A senior manager from within the organisation has assumed responsibility for the day-to-day management of the home. A comprehensive improvement plan is in place. This plan has been implemented effectively to ensure that the necessary steps have been taken to meet the requirements of all three compliance notices and satisfy Ofsted that the notice to restrict accommodation can be lifted.

Risk management plans have been reviewed and rewritten to ensure that they accurately reflect each child's behaviours, risks and vulnerabilities. More pertinently, the strategies for managing risk-taking behaviours such as self-harm are clear and no longer place children at risk, as was reported previously. These documents are discussed as standard agenda items at daily briefings and are formally reviewed each week as part of a multi-disciplinary review of each child's care involving care, education and health staff. Staff spoken to during the inspection showed a good understanding of these plans and could demonstrate how they are supporting children to keep themselves safe.

Positive action has been taken to improve staffing arrangements. The provider took the decision to serve notice on two children whose needs were not being met and experienced staff from within the organisation were drafted in. Seven new staff have started and are in the process of being inducted into the home. Rotas have been revised to ensure that a sufficient number of experienced staff are deployed throughout the home during the day and night. This means that less experienced staff are better supported and that there are enough resources available when serious incidents occur.

The quality of management oversight and monitoring in relation to behaviour management has improved. The effectiveness of these systems is difficult to assess because there have been no incidents of physical restraint and only one single separation. However, managers are using these systems as a means of learning from other incidents that would not previously have met the threshold for review using closed circuit television.

Due to the short period of time since the full inspection, it is difficult to assess the long-term impact of these changes. However, it is Ofsted's view that children are much safer than previously reported because of the actions taken so far. It was notable how much calmer and relaxed children, staff and managers were during this visit with children interacting positively with both their peers and staff.

Senior leaders recognise the need for them to work in a cohesive way that ensures that the direction of travel continues to be positive and in the best interest in children and staff. A range of processes are in place to facilitate this, but again there has been an insufficient period to assess the true effectiveness of these revitalised management arrangements. What has been achieved in a relatively short period of time provides a strong platform on which to build. It is positive that senior leaders recognise that this must be done in a well-thought-out and planned manner and that they have taken steps to limit the number of children to six for the foreseeable future.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/10/2019	Full	Inadequate
09/07/2019	Full	Inadequate
05/03/2019	Interim	Improved effectiveness
20/11/2018	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>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; and use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to understand and apply the home's statement of purpose; and ensure that staff—</p> <p>treat each child with dignity and respect; and</p> <p>provide to children personal items that are appropriate for their age and understanding.</p> <p>(Regulation 6(1)(a)(b)(2)(a)(b)(iii)(viii))</p> <p>Specifically, ensure that adequate resources are provided for children when they cannot eat their meals in the dining room and that, unless risk assessed as unsafe, children have access to personal items such as toiletries and sanitary products without having to ask a member of staff.</p>	20/11/2019
<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on mutual respect and trust; and an understanding about acceptable behaviour; and positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff—</p> <p>meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>help each child to develop socially aware behaviour;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child's behaviour and ensure that the child understands those</p>	20/11/2019

<p>expectations in accordance with the child's age and understanding;</p> <p>help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship;</p> <p>understand and communicate to children that bullying is unacceptable; and</p> <p>have the skills to recognise incidents or indications of bullying and how to deal with them; and</p> <p>that each child is encouraged to build and maintain positive relationships with others.</p> <p>(Regulation 11(1)(a)(b)(c)(2)(a)(i)(ii)(iv)(v)(vii)(xii)(xiii)(b))</p>	
<p>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.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that the child's placing authority is contacted, and a review of that child's relevant plans is requested, if—</p> <p>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.</p> <p>(Regulation 14(1)(a)(b)(2)(e)(i))</p> <p>Specifically, ensure that the home only provides care for children whose needs can be met safely, and takes positive decisive action to consider alternative placements, in conjunction with the placing local authority, when this is not the case.</p>	20/11/2019

Recommendations

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)
- Strengthen all staff's understanding of the importance of education through a multi-disciplinary and cross-working approach so that they have the highest expectations of what the children can achieve.
- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

Ensure that all staff across the centre are involved in the education and behaviour management of children to ensure that they establish clear boundaries and a consistent implementation of rules.

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

Improve attendance and reduce the amount of time that children spend away from learning to ensure that all children value their learning and make good progress.

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

Enhance the quality of teaching, learning and assessment to ensure that it is at least good across the whole provision, and that teaching staff evaluate learning support strategies regularly to ensure that all children achieve their full potential.

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

Implement robust quality-improvement processes urgently so that leaders and managers rectify weaknesses rapidly to ensure that children receive a consistently high quality of education.

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

Further improve teachers' performance management arrangements to ensure that they focus on improving the quality of teaching and learning and that these are supported through staff development activities.

- Ensure that the ethos of the home supports each child to learn. ('Guide to the children's homes regulations including the quality standards', page 29, paragraph 5.18)

- Ensure that appropriate governance arrangements are in place to hold education managers to account for the quality of the provision.

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: SC022448

Provision sub-type: Secure Unit

Registered provider: Nugent Care

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

Responsible individual: Sarah Swanson

Registered manager: Marie Higgins

Inspectors

Paul Scott, social care inspector
Elaine Allison, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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