

1249184

Horizon Care and Education Group Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is one of a group of homes operated by the same organisation. It provides care and accommodation for up to three children who may display complex emotional and behavioural needs.

There is no registered manager in post, and the home is being led by an interim manager.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 13 July 2021 to carry out a monitoring visit. The report is published on the Ofsted website.

Inspection date: 12 August 2021

This monitoring visit

This children's home was judged inadequate at the full inspection on 10 June 2021. As a result of the concerns about children's safety and welfare, a notice restricting the accommodation of the home and two compliance notices were issued. In addition, 14 requirements and five recommendations were also raised. Ofsted completed an initial monitoring visit on 13 July 2021. At that visit, two requirements were met.

This visit examined progress made against the compliance notices. As a result of information received shortly after the visit, these notices are not met and are reissued. At this visit, three requirements were met and one new requirement was raised. The notice restricting accommodation remains in place.

Leaders and managers have supported staff with workshops to enhance their safeguarding knowledge. This has included training for staff regarding whistle-

blowing and how to report allegations. All staff have completed these workshops. Despite managers' confidence that staff have the knowledge and tools they need to safeguard children, they failed to take immediate action when a child made an allegation during an incident and they failed to share this with the manager. Once informed about the allegation, the manager did not escalate it as a concern to the relevant safeguarding agencies until prompted to by the responsible individual. These shortfalls prevented action being taken by the provider and other relevant agencies to safeguard the child. On this occasion, there is no indication that the child came to harm but demonstrates that managers' judgement about staff competence in this area is compromised. This leaves children vulnerable.

Leaders and managers have put a clear monitoring system in place. The interim manager is now looking in detail at work across the home. The responsible individual is also carrying out regular audits to quality assure this work. As a result, managers and leaders are better able to link their actions to positive impact on the quality of care that children receive.

Despite this good work, the interim manager failed to consider the incident noted above in a timely way. There was also no action taken until the responsible individual directed the manager to do so. This indicates that day-to-day monitoring is ineffective and safeguarding leadership is not sufficient.

Leaders and managers have ensured that there are sufficient staff in the home to meet the needs of the two children living there. However, these are not all permanent staff in the home. There remains insufficient staff to meet the needs of three children and there is no permanent manager. Ofsted remains concerned about these poor staffing levels and has issued a compliance notice in relation to staffing levels.

Senior leaders have now considered the individual concerns raised at the last full inspection. They have addressed these with the staff involved and identified learning. This means that these staff are clearer on the shortfalls in practice during those incidents.

Most staff have completed refresher training regarding the use of physical intervention. Staff who have not yet been able to attend this have booked to attend shortly. Staff are now clear on when they can and cannot physically intervene with children, and records are complete. Children are now only physically supported when they need to be during incidents.

Staff who were outside of the timescale for completing the relevant qualification have now finished this work. This now means that adults working in the home are appropriately qualified.

Managers have not ensured that children's risk assessments contain strategies in line with the underlying approach outlined in the statement of purpose. In addition, not

all staff have signed to acknowledge that they have read and understood the risk assessments. As a result, managers cannot be assured that staff fully understand these risks or the agreed strategies to work with them.

Leaders and managers have provided individual supervision to staff. The meetings still do not provide enough clear challenge to shortfalls in practice. They also do not provide detailed direction regarding improvement. Consequently, staff do not have well-defined guidance about expectations in their work.

Staff do not work in a consistent way and this causes tension between them. Managers are aware of this tension and are seeking to address it. However, this means that children are receiving inconsistent care.

Four requirements and two recommendations were not considered at this visit.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
09/06/2021	Full	Inadequate
18/02/2020	Interim	Declined in effectiveness
18/06/2019	Full	Requires improvement to be good
11/03/2019	Interim	Sustained 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
<p>The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children; and</p> <p>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—</p> <p>understand and apply the home's statement of purpose; and</p> <p>ensure that staff—</p> <p>understand and apply the home's statement of purpose; and</p> <p>treat each child with dignity and respect. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(iii))</p> <p>In particular, staff must understand the underpinning ethos and approach of the home to apply to practice and record-keeping.</p> <p>This requirement was made at the last inspection and is restated.</p>	27 September 2021
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p>	27 September 2021

<p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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. (Regulation 12 (1) (2)(a)(i))</p> <p>In particular, managers must ensure that, as new risks arise for children and others, these are assessed and guidance is provided.</p> <p>This requirement was made at the last inspection and is restated.</p>	
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child understand how to keep safe. (Regulation 12 (1) (2)(a)(ii))</p> <p>In particular, managers must ensure that staff help children to understand and, where necessary, work to change negative behaviours.</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>27 September 2021</p>
<p>*The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p>	<p>27 September 2021</p>

<p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1) (2)(a)(v)(vi)(vii))</p> <p>In particular, staff and the manager must know and understand their duties relating to safeguarding and whistle-blowing procedures. All staff and managers must respond to allegations and safeguarding concerns in line with the organisation's safeguarding procedures. There must be a system in place to monitor and be assured that staff will act within these procedures.</p> <p>This requirement was made at the last inspection and is restated.</p>	
<p>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>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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. (Regulation 13 (1)(a)(b) (2)(a))</p> <p>In particular, the manager must ensure that staff use the underpinning approach of the home outlined in the statement of purpose and this must be reflected in their records about children's care.</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>27 September 2021</p>

<p>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>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff work as a team where appropriate. (Regulation 13 (1)(a)(b) (2)(b))</p> <p>In particular, managers and leaders must support the team to be consistent and work in collaboration with each other.</p>	<p>27 September 2021</p>
<p>*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>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that the home has sufficient staff to provide care for each child. (Regulation 13 (1)(a)(b) (2)(d))</p> <p>In particular, the manager must ensure that there is a sufficient number of qualified and permanent staff employed to provide safe care to three children and meet their needs.</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>27 September 2021</p>
<p>*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>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p>	<p>27 September 2021</p>

<p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(h))</p> <p>In particular, the registered manager must ensure that monitoring and review systems are effective in considering safeguarding in all areas of practice. They must also ensure that monitoring and review systems are used to understand and improve the quality of care provided to children.</p> <p>This requirement was made at the last inspection and is restated.</p>	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children’s home. (Regulation 14 (1)(a))</p> <p>In particular, children’s plans in the home must be kept up to date and should enable managers to understand progress for children.</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>27 September 2021</p>
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety.</p> <p>The registered person may only—</p> <p>employ an individual to work at the children’s home; or</p> <p>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 that individual to work at the home,</p> <p>if the individual satisfies the requirements in paragraph (3).</p>	<p>27 September 2021</p>

<p>The requirements are that—</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a)(b) (3)(d))</p> <p>In particular, managers must ensure that they verify all checks and gaps in employment when recruiting staff.</p> <p>This requirement was made at the last inspection and is restated.</p>	
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>27 September 2021</p>

*These requirements are subject to a compliance notice.

Recommendations

- The registered person should ensure that staff continually and actively assess the risks to each child and the arrangements in place to protect them. This includes ensuring that the home's fire risk assessment is reviewed and that identified actions are remedied. This recommendation was made at the last inspection and is restated. ('Guide to the children's homes regulations including the quality standards', page 42, paragraph 9.5)
- The registered person should ensure that a record of supervision is kept for staff, including the manager. The record should provide evidence that supervision is being delivered in line with regulation 33 (4)(b). This recommendation was made at the last inspection and is restated. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.3)
- The registered person should ensure that staff are familiar with the home's policies on record-keeping and understand the importance of careful, objective and clear recording. Staff should record information on individual children in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information about the child should always be recorded in a way that will be helpful to the child. This recommendation was made at the last inspection and is restated. ('Guide to children's homes regulations including the quality standards', page 62, paragraph 14.4)

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: 1249184

Provision sub-type: Children's home

Registered provider: Horizon Care and Education Group Limited

Registered provider address: Venture House, Unit 12 Prospect Business Park, Longford Road, Cannock WS11 0LG

Responsible individual: Rebecca Grimshaw

Registered manager: Post vacant

Inspector

Karol Keenan, Social Care Inspector

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