

# 1221357

Registered provider: Hexagon Care Services Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This children's home is owned and managed by a private company. It is registered to provide care for up to four children of single gender who may have social and emotional difficulties.

The registered manager has managed this home since March 2020.

### Inspection dates: 12 and 13 October 2022

<b>Overall experiences and progress of children and young people,</b> taking into account	<b>requires improvement to be good</b>
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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:** 23 November 2021

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
23/11/2021	Full	Good
05/03/2020	Interim	Improved effectiveness
18/06/2019	Full	Good
21/01/2019	Full	Requires improvement to be good

## **Inspection judgements**

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

There are currently three children living in the home. Since the last inspection, several children have moved into and out of the home. Some children's negative behaviours were affecting the progress that other children were making. Two children were therefore moved out of the home, resulting in placement disruptions.

One child struggled to live within a group environment. As a result, some children experienced bullying in the home. The staff responded proactively to address the behaviour. Staff supported children in direct work sessions to explore their feelings. The child has since moved and there have been no further incidents of bullying at this home.

Most children attend school or college. They are doing well and making good progress. One child has been supported and encouraged to participate in education or employment but declines to take part. Another child works part time alongside their college course, providing them with increased levels of confidence and opportunities to develop their social skills.

Children are supported to prepare for their independence. One child has made good progress in this area and is ready to move on to semi-independent accommodation. When asked how the staff had helped them the most, they said, 'I have become much more confident' and 'I wouldn't be ready to go into semi-independence if I hadn't become more confident.'

The relationships between the staff and children are positive and caring. Children can each identify an adult that they can trust and talk to. One child rated the home 'nine and a half out of 10'. Children regularly take part in direct-work sessions that often capture the children's views, wishes and feelings.

Children's health is promoted in the home. There are clear health plans in place and all of the children are registered with local health services. Children's health appointments are up to date and staff regularly advocate on behalf of children regarding their health.

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

The registered manager does not always follow procedures when responding to concerns about the safety of a child. When a child disclosed that they had been assaulted within the community by a peer, the registered manager did not take appropriate action. The concerns were not immediately shared with the relevant professionals, and the incident was not reported to the police in a timely manner.

Some children have regularly been missing from care. The records do not always detail what action has been taken to locate a missing child. One child was missing for 48 hours. It was recorded that staff only left the home on three occasions to search for the child, who is known to stay in the local area.

Plans in place to manage risks do not effectively address the vulnerabilities for each child. They do not clearly set out what action staff should take to mitigate these risks. Records show that staff do not always take action in accordance with risk management plans, for example to monitor children who return home under the influence of alcohol.

There have been occasions when children have had to be held to keep them safe. Restraint is used as a last resort and is done so by staff that are suitably trained. Not all incidents of restraint are effectively reviewed by the registered manager. When they are reviewed, the effectiveness of the restraint used is not considered.

Room searches take place. However, not all searches have been appropriately recorded and, at times, records are confusing or contain conflicting information, for example about items disposed of. The records do not always detail whether any items of concern have been found in a child's bedroom.

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

There has been a lack of management oversight and monitoring. The registered manager has not been present in the home since 6 July 2022. This has had a significant impact on the running of the home. These weaknesses have since been identified by the responsible individual and there are now plans in place to address the issues. Despite the shortfalls, the children continue to achieve good outcomes.

Managers and staff do not always receive regular and effective supervision. Some staff had not received supervision for several months, and supervisions are not always recorded effectively. As well as a significant gap in her supervisions, the deputy manager has not received an appraisal since being in post. This has limited her development opportunities as a leader and, as a result, the running of the home.

Team meetings do not take place regularly. Therefore, staff do not receive effective individual or group support to develop and improve their practice.

Rotas are planned in advanced. However, there are two sets of rotas in place for each month. This is confusing and the rotas in place do not show the exact hours that staff have worked.

Another manager has been supporting the home more recently. She has identified some areas for development and has implemented a clear action plan for improvement. She has identified gaps in individual staff members' development and has been supporting them through supervision sessions. When asked about the

supporting manager, one staff member commented, 'There is a lot more organisation in the home' and 'Paperwork has improved.'

## 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 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>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;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</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)(i)(iii)(v)(vi)(vii))</p> <p>Specifically, children's individual risk management plans should provide staff with clear strategies to manage and reduce risk.</p> <p>This also relates to managers and staff following safeguarding procedures in response to allegations and disclosures.</p>	25 November 2022
<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>	25 November 2022

<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;</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)(a)(h))</p> <p>This relates to the provider ensuring that there is adequate management oversight in the home.</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 relates to leaders and managers ensuring that staff receive regular supervision.</p>	<p>25 November 2022</p>
<p>The registered person must ensure that—</p> <p>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—</p> <p>the effectiveness and any consequences of the use of the measure. (Regulation 35 (3)(vii))</p> <p>Specifically, this relates to the use of restraint. Leaders and managers are to ensure that they review the effectiveness of the restraint used.</p>	<p>25 November 2022</p>
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4. (Regulation 37 (1) (2)(a))</p>	<p>25 November 2022</p>

Specifically, ensuring that the home's rotas contain a record of actual hours worked.	
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## Recommendations

- The registered person should ensure that staff understand the importance of careful, objective and clear recording. ('Guide to the Children's Homes Regulations, including the quality standards', page 62, paragraph 14.4)
- The registered person must ensure that all staff have their performance and fitness to carry out their role formally appraised at least once annually. ('Guide to the Children's Homes Regulations, including the quality standards', page 61, paragraph 13.5)
- The registered person should ensure that staff can access appropriate facilities and resources to support their training needs, particularly in ensuring that regular team meetings take place. ('Guide to the Children's Homes Regulations, including the quality standards', page 53, paragraph 10.11)

## Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, 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:** 1221357

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

**Registered provider:** Hexagon Care Services Limited

**Registered provider address:** Unit 1 Tustin Court, Riversway, Preston, Lancashire PR2 2YQ

**Responsible individual:** Stuart Shaw

**Registered manager:** Melanie Black

## Inspector

Kimmy Feeley, Social Care Inspector

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M1 2WD

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