

1248773

Registered provider: Resilience North East Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and managed by a private provider. It is registered to provide care for up to three children who may have emotional or social difficulties and/or learning disabilities.

The home was registered with Ofsted in February 2017. The manager registered in December 2022.

The inspector spoke to the two children living in the home.

Inspection dates: 18 and 19 April 2023

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

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children are not protected or their welfare is not promoted or safeguarded, and the care and experiences of children are poor.

Date of last inspection: 7 June 2022

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/06/2022	Full	Good
21/03/2022	Interim	Sustained effectiveness
19/10/2021	Full	Requires improvement to be good
17/09/2019	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

There are serious and widespread shortfalls in the leadership and management of the home and in the protection of children. Consequently, despite some progress for one child, the shortfalls raised have led to an inadequate judgement.

The home has experienced instability since the last inspection. There has been a change of registered manager and significant changes within the staff team as eight residential staff have left the home. This has led to children receiving inconsistent care and support.

Children's health and well-being are compromised. The registered manager is unclear about the home's policies and procedures in respect of how the staff should respond to the children's health needs. This lack of clarity means that the staff are also not clear on how to support the children to achieve the outcomes recorded in their plans. This has resulted in the staff not accessing medical advice and treatment for the children on a number of occasions.

Poor care planning has resulted in some of the children experiencing instability. One child moved into the home but moved out in an unplanned way after only five weeks. In addition, one child recently moved into the home without a care plan and risk assessment. Consequently, the staff were not provided with clear strategies on what action they must take to safeguard this child, whose movements are restricted as they use a safety bed.

Children spend time with people who are important to them. Staff facilitate and support this time. Families are invited to spend time in the home. This helps to promote the children's identities and important relationships.

The manager and staff have worked with the headteacher of the virtual school and education professionals to enhance children's education. As a result, children make progress and now attend education full time.

Staff support children to take part in enjoyable hobbies and activities to promote positive experiences. Children enjoy a variety of experiences, which supports their confidence and emotional well-being.

How well children and young people are helped and protected: inadequate

The inspector identified times when there were insufficient suitably trained and experienced staff available to care for the children safely. Not all staff are suitably trained to administer medication, including emergency medication. This oversight has the potential to place children at significant risk of harm.

The manager has failed to listen to children and take effective action when children make a complaint. One child said that they were 'afraid' after a staff member shouted at them. Furthermore, the inspector found a number of allegations that have not been responded to. One child alleged that they were physically assaulted by a member of staff. It was recorded that the child had bruising; however, this was not followed up.

Physical interventions are not well documented, and the manager does not consistently review these records. Therefore, it is not clear how the staff have managed these incidents, if the children were offered medical care and if the holds were proportionate and necessary. In addition, on some occasions, the staff have held the children despite not having the necessary training to do so. This practice places children at risk of harm.

An internal investigation established that a child had suffered harm and a member of staff had been negligent in their duty. The manager has failed to address the failings identified following this investigation. Failure to comply with the actions means children have continued to suffer harm and practice remains inadequate.

The inspector found 32 body maps showing bruises and injuries to the children that have not been monitored or assessed effectively. Accident forms are not routinely completed when the children are injured. Independent monitoring of the records of children who receive injuries is not effective. This has resulted in poor safeguarding practice and emerging themes in relation to the children's care that are not quickly identified.

The manager has failed to ensure that all the staff are provided with current information that they need to help them understand the risks that children face. For one child, there were three versions of the child's risk assessment that contradicted each other. This means that the staff are not given clear instructions on how to keep the children safe, as they are not sure of which plan to follow.

The effectiveness of leaders and managers: inadequate

Leaders have failed to ensure that there is suitable management oversight to make sure that staff can carry out their work with children. This has resulted in poor safeguarding practice. Opportunities to address shortfalls and make improvements are missed. This has led to children not being effectively protected, and children have suffered harm.

There have been occasions when the manager has either delayed or failed to report serious incidents to Ofsted. This compromises the regulator's ability to oversee safeguarding practice in the home. Additionally, significant incidents and events have not been shared with children's family members and placing authorities. One professional said, 'I am disappointed; the manager has not been open and transparent.' Improper communication has reduced the confidence of those who use the service.

Staff receive supervision; however, the frequency of this is not in line with the home's policy. The registered manager could not locate or demonstrate his understanding of the policy. This raises concern about the registered manager's ability to lead a culture in line with the outcomes set out in the home's statement of purpose.

The quality of record-keeping is poor. The staff do not record necessary information about the children, which means that some significant incidents have not been captured. The registered manager fails to record the date that children's records are reviewed and amended. This makes the authenticity of the records questionable, as it is not clear who the author is and when the records are completed and reviewed.

The manager has not completed the six-monthly quality of care review, and they have failed to improve the quality of care that the children receive in this home. This includes failing to meet a number of requirements that were issued at the last inspection on 7 and 8 June 2022. These requirements are restated.

During this inspection, Ofsted identified significant shortfalls in the provider's safeguarding practice due to ineffective leadership and management arrangements. During a case review on 25 April 2023, Ofsted made the decision to issue three compliance notices under regulations 10, 12 and 13. In addition, a number of requirements have also been issued.

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, The 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 health and well-being standard is that—</p> <p>the health and well-being needs of children are met;</p> <p>children receive advice, services and support in relation to their health and well-being.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff help each child to—</p> <p>achieve the health and well-being outcomes that are recorded in the child's relevant plans;</p> <p>understand the child's health and well-being needs and the options that are available in relation to the child's health and well-being, in a way that is appropriate to the child's age and understanding;</p> <p>that each child has access to such dental, medical, nursing, psychiatric and psychological advice, treatment and other services as the child may require.</p> <p>(Regulation 10 (1)(a)(b) (2)(a)(i)(ii)(c))</p>	28 May 2023
<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>	28 May 2023

<p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</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;</p> <p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm;</p> <p>that the effectiveness of the home's child protection policies is monitored regularly.</p> <p>(Regulation 12 (1) (2)(a)(i)(iii)(iv)(v)(vi)(vii)(b)(e))</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;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home has sufficient staff to provide care for each child;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child</p>	<p>28 May 2023</p>

<p>and use this understanding to inform the development of the quality of care provided in the home;</p> <p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>feedback on the experiences of children, including complaints received; and</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)(c)(d)(f)(g)(ii)(h))</p>	
<p>The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home.</p> <p>In particular the registered person must ensure that—</p> <p>a record is kept of the administration of medicine to each child. (Regulation 23 (1) (2)(c))</p>	<p>28 May 2023</p>
<p>The registered person must prepare and implement a policy ("the behaviour management policy") which sets out—</p> <p>how appropriate behaviour is to be promoted in the children's home; and</p> <p>the measures of control, discipline and restraint which may be used in relation to children in the home.</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 name of the child;</p> <p>details of the child's behaviour leading to the use of the measure;</p> <p>the date, time and location of the use of the measure;</p> <p>a description of the measure and its duration;</p> <p>details of any methods used or steps taken to avoid the need to use the measure;</p>	<p>28 May 2023</p>

<p>the name of the person who used the measure (“the user”), and of any other person present when the measure was used;</p> <p>the effectiveness and any consequences of the use of the measure; and</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> <p>within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so (“the authorised person”)—</p> <p>has spoken to the user about the measure; and</p> <p>has signed the record to confirm it is accurate; and</p> <p>within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (1)(a)(b) (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii) (b)(i)(ii)(c))</p>	
<p>The registered person must maintain records (“case records”) for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child;</p> <p>are kept up to date; and</p> <p>are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))</p>	28 May 2023
<p>A person may only manage a children’s home if—</p> <p>the person is of integrity and good character. (Regulation 28 (1)(a))</p> <p>In particular, the registered person must ensure that the registered manager maintains accurate and up-to-date records and makes it explicitly clear when any records are amended.</p> <p>In particular, the registered person must ensure that the registered manager is open and transparent and shares</p>	28 May 2023

accurate information with relevant agencies, placing authorities, Ofsted and those legally responsible for children.	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children’s home; and</p> <p>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 arrangements are in place to—</p> <p>ensure the effective induction of each child into the home;</p> <p>manage and review the placement of each child in the home; and</p> <p>plan for, and help, each child to prepare to leave the home or to move into adult care in a way that is consistent with arrangements agreed with the child’s placing authority;</p> <p>that each child’s relevant plans are followed. (Regulation 14 (1)(a)(b) (2)(b)(i)(ii)(iii)(c))</p>	28 May 2023
<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>	28 May 2023
<p>The registered person must complete a review of the quality of care provided for children (“a quality of care review”) at least once every 6 months.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—</p> <p>the quality of care provided for children;</p> <p>the feedback and opinions of children about the children’s home, its facilities and the quality of care they receive in it; and</p>	28 May 2023

<p>any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.</p> <p>After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ("the quality of care review report").</p> <p>The registered person must—</p> <p>supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and</p> <p>make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home.</p> <p>The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))</p>	
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is an allegation of abuse against the home or a person working there;</p> <p>a child protection enquiry involving a child —</p> <p>is instigated; or</p> <p>concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p> <p>there is any other incident relating to a child which the registered person considers to be serious.</p> <p>A notification made under this regulation—</p>	<p>28 May 2023</p>

<p>must include details of—</p> <p>the matter;</p> <p>the other persons, bodies or organisations (if any) who or which have been notified; and</p> <p>any actions taken by the registered person as a result of the matter;</p> <p>must be made or confirmed in writing. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e) (5)(a)(i)(ii)(iii)(b))</p>	
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* These requirements are subject to a compliance notice.

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: 1248773

Provision sub-type: Children's home

Registered provider: Resilience North East Limited

Registered provider address: 1 Fox Street, Felling, Gateshead NE10 0BD

Responsible individual: Joanne Lewis

Registered manager: Niall Hasson

Inspector

Claire Webster, Social Care Inspector

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