

1269565

Q-House Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is a purpose-built, four-bedded home designed to accommodate and support children and young people with autism spectrum disorder, learning disabilities and associated challenging behaviours.

The registered manager post is vacant since 27 May 2020 and no complete application has been received.

Inspection date: 26 January 2021

This monitoring visit

The monitoring visit took place to address specific concerns reported to Ofsted about the implementation of COVID-19 (coronavirus) government guidance and staffing arrangements. This visit was conducted off-site by way of video calls, telephone interviews and reviewing documents sent to the inspector by the home.

There are currently three young people living at the home on a full-time basis. The home has temporarily closed the short-breaks provision during the ongoing pandemic. The home is on the same site as the school which all the young people attend. The headteacher for the school is also the responsible individual for the home.

Staff demonstrate an ability to meet young people's needs both in the home and in the school. Staff work well with others, including social workers and parents. This helps young people to make progress.

One parent stated that staff 'keep me informed' and they feel that their child is 'safe' and in 'good hands'.

During the visit the inspector communicated with young people and school staff online. Young people appeared comfortable with the staff and initiated interactions.

School staff also work with the young people at the home. This is mainly a positive experience; however, this can be confusing for some young people due to the differing routines between home and school. Staff ensure that young people are offered activities that give them personal space.

Staff said that the building decor did not differentiate between the school and the home environment. Leaders and managers acknowledged that changes were needed and have started to make improvements.

The home has recruited new staff, some of whom worked at the school and some who have previous social care experience. Two core staff have the Level 3 qualification and two more are enrolled which will support their learning and development.

Restraint incidents have not always been reviewed, recorded or monitored. This means that behaviour management plans are not updated to guide staff. In addition, young people's views are not routinely sought or incorporated into their care plans.

Recommendations from the independent visitor reports have not always been followed by leaders and managers. Furthermore, safeguarding notifications were not being sent to Ofsted as required, for example a serious incident involving the use of physical restraint.

More recently, leaders and managers have ensured that serious incidents of concern have been investigated appropriately. Consequently, leaders, managers and the staff team have learned and reflected on their practice with a view to making improvements.

There has been a lack of challenge by senior managers and an acceptance of some poor behaviours and practice. This has included policies and procedures not being updated; staff not receiving formal supervision and no robust oversight of records or building maintenance. It has also included concerns about adherence to the COVID-19 government guidelines. The provider has instigated an independent investigation into these issues.

The provider has employed a consultant deputy manager to oversee the home. This person has previous experience in running children's homes. Staff said that they have noticed immediate positive changes since her arrival. One staff member said that they felt much better prepared and supported.

The interim management team has implemented immediate and significant changes within a short timeframe. They have conducted an overhaul and update of their policies and procedures. Development action plans are now in place, which include the introduction of robust monitoring. New systems are being embedded in practice and the independent visitor's recommendations are now being implemented.

Two requirements made at the previous inspection were not considered and are restated. The home will be subject to six additional requirements as a result of this visit.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/12/2019	Interim	Sustained effectiveness
22/08/2019	Full	Good
11/02/2019	Interim	Sustained effectiveness
14/11/2018	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
The registered person must ensure that all employees— undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(a)(b)(c)) Specifically, this relates to staff with an educational background offering care and oversight to the young people and that all employees are capable and fit to undertake their assigned role.	26 April 2021
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. (Regulation 12 (1) (2)(a)(v)(d))	26 April 2021

Specifically, this relates to the building maintenance and provisions that need to be updated and completed.	
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that helps children aspire to fulfil their potential and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— 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; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; ensure that the home's workforce provides continuity of care to each child; 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; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; feedback on the experiences of children, including complaints received; 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)(b)(c)(d)(e)(f)(g)(i)(ii)(h)) Specifically, this relates to the legal requirement detailing the responsibilities of leaders and managers who affect the progress and experiences of children and young people at the home.	26 April 2021

A responsible individual must— have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated. (Regulation 26 (7)(b)) Specifically, the responsible individual, who oversees the management of the home, must understand the Children's Homes (England) Regulations 2015 including the quality standards.	26 April 2021
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out the measures of control, discipline and restraint which may be used in relation to children in the home. The registered person must keep the behaviour management policy under review and, where appropriate, revise it. The registered person must ensure that— 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")— has spoken to the user about the measure; has signed the record to confirm it is accurate; 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)(b) (2) (3)(b)(i)(ii)(c)) Specifically, in relation to the staff's use of physical intervention techniques and the manager's evaluation of the effectiveness of each intervention.	26 April 2021
The registered person must notify HMCI and each other relevant person without delay if— there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(e)) Specifically, the provider must make prompt notifications of events.	26 April 2021

26 April 2021

The registered person must ensure that an independent person visits the children's home at least once each month. The independent person's report may recommend actions that the registered person may take in relation to the home and timescales within which the registered person must consider whether or not to take those actions. (Regulation 44(1) (5))

Specifically, the provider must allow the independent visitor to conduct their monthly visits. If the registered person does not follow recommendations, then explanations should be recorded.

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: 1269565

Provision sub-type: Children's home

Registered provider address: 1 Askham Road, Shepherds Bush, London W12 0NW

Responsible individual: Freddie Adu

Registered manager: Post vacant

Inspector:

Tolulope Sawyerr, Social Care Inspector

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