

Children's homes – Interim inspection

Inspection date	13/10/2016
Unique reference number	SC063895
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Castle Homes Care Ltd
Registered provider address	80 Hammersmith Road, London W14 8UD

Responsible individual	Julie Wallhead
Registered manager	Kelly Watson
Inspector	Tracy Murty

Inspection date	13/10/2016
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection	
This home was judged good at the last full inspection. At this interim inspection, Ofsted judges that it has declined in effectiveness.	
Several changes have impacted negatively on the progress and experiences of young people since the last inspection. The registered manager is currently on maternity leave, and interim management arrangements have been put in place to support staff, pending the appointment of another registered manager. The interim management arrangements include two registered managers from other provisions providing management support to staff in the home during the week. A number of staff have been suspended since the last inspection, following allegations of abuse being made by young people against them. The home also currently has two staff vacancies. This has led to a significant increase in the use of agency staff to provide support to permanent members of staff. The increase in the use of agency staff is also in response to the need to provide additional staffing ratios for some young people, given their concerning behaviours and risks posed to themselves and others. Such use of agency staff, while necessary, does not provide continuity of care for young people resident in this home. When young people have made formal complaints about members of staff, these have not been responded to appropriately by managers. Brief records have been made of the date of the complaint, but no follow-up actions have been identified or responses provided to relevant young people. This does not provide young people with a sense that any concerns or issues that they may raise will be taken seriously or responded to. It also reflects a lack of management oversight in relation to their understanding of the impact that the quality of care provided in the home is having on young people's progress and experiences. A requirement was made, at the last inspection, in respect of the recording and measures taken when allegations of abuse or neglect are made. The requirement has not been met at this inspection. Records relating to recent allegations do not reflect the action taken by managers to protect young people or to provide support to relevant members of staff. Relevant files were considered during this inspection and do not include any information relating to the recent allegations made by young people. There are no records on relevant members of staff files of risk assessments, suspension letters or supervision discussions. Some members of staff were moved to work in other children's homes within the organisation following the allegations made at this home. There is insufficient information and management	

oversight of how such decisions have been made or of what action has been taken. This does not provide a safe or robust response to allegations and could place vulnerable young people at risk.

One young person has moved to an adult service provision since the last inspection. A recommendation was made at the last inspection in respect of preparing young people for any moves from the home. This recommendation has not been met at this inspection. Records do not show any targeted or specific work having been done with the young person, prior to their move from this home. There is insufficient evidence of what their current skills are or of what support they need, in order to make a successful transition to independence. A requirement has been made as a result of this inspection to address this shortfall.

Only two members of staff have undertaken training in relation to ligature use. For those young people who present with such concerning behaviours, there is a need for all staff employed to have the skills and training necessary to respond to such incidents. There has been a reliance on those staff who have received such training to provide instruction to those staff who have not had such training. This does not provide young people with the care and support that they require from suitably trained and competent staff.

Managers have failed to ensure that targets and desired outcomes for young people are monitored and met. A requirement was made at the last inspection, which has not been met at this inspection. Records considered during this inspection still do not provide a clear sense of how the care provided to young people is improving their progress and experiences. Incentive charts and activity planners do not specify what young people have achieved. Placement plans do not reflect regular reviews and assessments of progress made by young people in relation to their educational attendance and engagement. This requirement has been re-set following this inspection.

Following the last inspection, new systems have been introduced to ensure that young people are actively encouraged to read and consider their files each month. Staff now support young people to read their files and to make comments on them. The recommendation made at the last inspection has been fully met.

Young people understand how their privacy will be respected and have a clear understanding of the use of bedroom door alarms. Placing authorities give signed consent for such use, and regular reviews take place to consider the use of such alarms. Records now clearly reflect the reasons for the use of such alarms and include the views of young people. The recommendation made at the last inspection has been fully met.

Information about this children's home

This privately operated home provides care and accommodation for up to four young people who have emotional and/or behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/06/2016	Full	Good
27/01/2016	Interim	Sustained effectiveness
02/06/2015	Full	Outstanding
19/02/2015	Interim	Improved effectiveness

What does the children's home need to do to improve?

Statutory requirements

This section sets out the actions that must be taken so that the registered person/s meet/s 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 establish a procedure for considering complaints made by or on behalf of children and ensure that a record is made of any complaint, the action take in response, and the outcome of any investigation. (Regulation 39(1)(3))	14/11/2016
The registered person must ensure that the employment of any person on a temporary basis at the children's home does not prevent children from receiving such continuity of care as is reasonable to meet their needs. (Regulation 31(1))	14/11/2016
The procedure to be followed in the event of an allegation of abuse or neglect must, in particular, provide for records to be kept of an allegation of abuse or neglect, and the action taken in response. (Regulation 34(2)(d))	14/11/2016
13 The leadership and management standard (2) In order to meet the leadership and management standard, the registered person must: (c) ensure that all staff have the experience, qualifications and skills to meet the needs of each child. This is with specific reference to ligature training.	14/11/2016
6. The quality and purpose of care standard (2) In order to meet the quality and purpose of care standard, the registered person must: (vi) help each child to develop resilience and skills that prepare the child to live in a new placement or to live independently as an adult.	14/11/2016
13. The leadership and management standard (2) In order to meet the leadership and management standard, the registered person must: (f) understand the impact that the quality of care provided in the	14/11/2016

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.	
The procedure to be followed in the event of an allegation of abuse or neglect must describe the measures which may be necessary to protect children following an allegation of abuse or neglect. (Regulation 34(2)(e))	14/11/2016

What the inspection judgements mean

At the interim inspection, we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the 'Inspection of children's homes: framework for inspection'.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference that adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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'.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance *raising concerns and making complaints about Ofsted*, which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2016