

SC408655

Registered provider: Priory Education Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is registered to care for seven young people. The home is run by a private organisation, providing care and accommodation for young people who have learning disabilities. Young people who are currently resident at the home are educated at the provider's school, which is approximately 10 miles away.

The registered manager resigned from the post in March 2018. There is currently no manager in post managing the day-to-day operations of the home.

Inspection dates: 9 to 10 August 2018

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and/or widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and/or the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 10 January 2018

Overall judgement at last inspection: declined in effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/01/2018	Interim	Declined in effectiveness
23/05/2017	Full	Good
04/01/2017	Interim	Declined effectiveness
31/08/2016	Full	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 quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (2) requires the registered person to— ensure that the premises used for the purpose of the home are designed and furnished so as to— meet the needs of the child; and enable each child to participate in the daily life of the home. *(Regulation 6 (2)(c)(i) and (ii))	08/10/2018
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child's behavioural and emotional needs, as set out in the child's relevant plans;	08/10/2018

encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;

help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;

communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding;

strive to gain each child's respect and trust;

understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children;

are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same;

de-escalate confrontations with or between children, or potentially violent behaviour by children;

understand and communicate to children that bullying is unacceptable; and

have the skills to recognise incidents or indications of bullying and how to deal with them.

(Regulation 11 (1)(a)(b)(c)(2)(a)(i)(iii)(viii)(ix)(x)(xi)(xii)(xiii))

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—

assess whether each child is at risk of harm, considering information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;

help each child to understand how to keep safe;

have the skills to identify and act upon signs that a child is at risk of

08/10/2018

harm; manage relationships between children to prevent them from harming each other; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare. *(Regulation 12 (1)(2)(a)(i)(ii)(iii)(iv)(v)(vi))	
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 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)(d))	08/10/2018
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	08/10/2018

child. (Regulation 13 (1)(a)(b)(2)(a)(b)(c)(d)(e))	
Restraint in relation to a child must be necessary and proportionate. *(Regulation 20 (2))	08/10/2018
The registered person must notify HMCI and each other relevant person without delay if— a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation; an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is an allegation of abuse against the home or a person working there; a child protection enquiry involving a child— is instigated; or concludes (in which case, the notification must include the outcome of the child protection enquiry); or there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(c)(d)(i)(ii)(e))	08/10/2018
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. 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'). The registered person must— 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. (Regulation 45 (1)(4)(a))	08/10/2018

* These requirements are subject to a compliance notice.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Three compliance notices have been issued based upon the inspection judgement.

Children living in this home do not have their care, safety and well-being prioritised.

Children's experiences and progress are adversely affected by poor management, weak safeguarding practices and inappropriate staff engagement with them.

Since the interim inspection in January 2018, three children have moved from the home because the staff could no longer manage their care safely. This is evidence of poor matching. Some children requested to leave the home and others moved on without being told or properly prepared. In these instances, there was no consideration of the impact on the children emotionally or long-term.

The quality of relationships developed by children with staff and each other is of concern. Children were not taught or helped to engage well with each other, resulting in numerous conflicts. Some staff did not role model good relationships, and on occasions failed to treat children with dignity.

The home needs to be redecorated. The home currently is unappealing to the children because it lacks a homely and welcoming atmosphere. Damage to the home by children has not been repaired promptly, nor have broken items been replaced. Some areas contain hazards that pose a risk to children.

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

Significant shortfalls in safeguarding procedures and staff practice mean that children are not kept safe when living in the home. Managers fail to take decisive action to protect children. Staff do not challenge each other's practice, therefore increasing risk to children.

Staff are not competent and lack significant insight into their roles and responsibility in relation to keeping children safe. On several occasions, staff failed to report safeguarding incidents in line with the home's safeguarding policy and procedures. When these incidents occurred, managers did not robustly address the concern with staff involved.

A major concern is staff unnecessarily using physical intervention on children. Some staff are unable to manage children's escalating behaviours, opting to use physical intervention unnecessarily. When reviewing these incidents, it was evident that staff were not sufficiently trained. Some staff continued working with children despite improperly restraining them on numerous occasions and contrary to the behaviour management procedures of the home. This malpractice was not reported to the

designated officer or Ofsted in a timely way.

Many staff, do not have the necessary skills to help children understand or improve their negative behaviour. This has resulted in situations being mishandled and serious incidents occurring, such as the police being called to intervene in situations that a more skilled staff group would manage themselves.

The effectiveness of leaders and managers: inadequate

There has been inconsistent, and often poor-quality, leadership in the home since the last inspection. The previous registered manager left the post in March 2018. A new manager was appointed but left the post after four months because he lacked the ability to lead effectively or accurately prioritise the needs of the children.

Staff lack the essential qualifications and skills to work with children. Supervision is not meaningful or purposeful, often failing to robustly address practice-related issues. Many staff have not achieved the qualification that they need to work in a children's home.

The managers have failed to notify Ofsted about significant events occurring in the home. This has led to a lack of transparency with the regulatory body.

The monitoring of the home has included some regulation 44 reports, which have picked up issues well, including questioning the safety of children. However, managers have not used these to promptly drive improvement, and in many instances the independent visitor was raising issues that the manager in the home should have already known about and rectified. The manager's (regulation 45) reports lack evaluation and action points to address shortcomings, and they have been submitted to Ofsted extremely late.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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.

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: SC408655

Provision sub-type: children's home

Registered provider: Priory Education Services Limited

Registered provider address: Priory Group, 80 Hammersmith Road, London, Middlesex W14 8UD

Responsible individual: Hannah Cox

Registered manager: post vacant

Inspector

James Harmon, social care inspector

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