

1236278

Priory Education Services Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This children's home is part of a large national organisation. It is registered to care for up to five children.

Inspection date: 8 August 2018

This monitoring visit

This children's home was judged inadequate at the full inspection on 4 July 2018.

The focus of this inspection was to assess the action taken by leaders and managers to ensure the welfare and safety of the children who live in this home.

Not enough action has been taken by leaders to ensure that children are cared for safely and in a way that meets their needs. The serious and widespread concerns identified at the full inspection remain.

Staff do not understand children's needs fully and do not respond to their needs effectively. Staff do not always respond to children in a way that demonstrates that they understand how children's previous experiences and presenting emotions are communicated through their behaviour. Staff do not identify ways that their practice can improve to better support the children.

Safeguarding concerns are not managed effectively. A recent allegation made by a child has not been investigated thoroughly. The child has not been spoken to as part of the investigative process. Poor safeguarding practice has not been identified or addressed.

The property was damaged significantly during a recent incident. Staff did not manage the situation effectively. Leaders and managers have not taken swift action to repair the damage. As a result, children are living in a home that is not welcoming, homely and well maintained throughout.

As a result of this visit a compliance notice is issued under Regulation 6 of the Children's Homes Regulations 2015.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|---------------------------------|
| 04/07/2018 | Full | Inadequate |
| 04/05/2017 | Full | Requires improvement to be good |
| 24/02/2017 | Interim | Sustained effectiveness |
| 06/10/2016 | 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 |
|---|------------|
| <p>6: The quality and purpose of care standard</p> <p>(1) The quality and purpose of care standard is that children receive care from staff who—</p> <p>(a) understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>(b) use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) understand and apply the home's statement of purpose;</p> <p>(b) ensure that staff—</p> <p>(i) understand and apply the home's statement of purpose;</p> <p>(ii) protect and promote each child's welfare;</p> <p>(iii) treat each child with dignity and respect;</p> <p>(iv) provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background;</p> <p>(v) help each child to understand and manage the impact of any experience of abuse or neglect;</p> <p>(vi) help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;</p> <p>(vii) provide to children living in the home the physical necessities they need in order to live there comfortably;</p> <p>(viii) provide to children personal items that are appropriate for their age and understanding; and</p> <p>(i) meet the needs of each child; and</p> <p>(ii) enable each child to participate in the daily life of the home; and</p> <p>(d) ensure that any care that is arranged or provided for a</p> | 31/08/2018 |

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| <p>child that—</p> <ul style="list-style-type: none"> (i) relates to the child's development (within the meaning of section 17 (11) of the Children Act 1989) or health; and (ii) is not arranged or provided as part of the health service continued under section 1(1) of the National Health Service Act 2006(a), <p>satisfies the conditions in paragraph (3).</p> <p>(3) The conditions are—</p> <ul style="list-style-type: none"> (a) that the care is approved, and kept under review throughout its duration, by the placing authority; (b) that the care meets the child's needs; (c) that the care is delivered by a person who— <ul style="list-style-type: none"> (i) has the experience, knowledge and skills to deliver that care; and (ii) is under the supervision of a person who is appropriately skilled and qualified to supervise that care; and (d) that the registered person keeps the child's general medical practitioner informed, as necessary, about the progress of the care throughout its duration. | |
| <p>6: The quality and purpose of care standard *</p> <p>(1) The quality and purpose of care standard is that children receive care from staff who—</p> <ul style="list-style-type: none"> (a) understand the children's home's overall aims and the outcomes it seeks to achieve for children; (b) use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <ul style="list-style-type: none"> (a) understand and apply the home's statement of purpose; (b) ensure that staff— <ul style="list-style-type: none"> (iv) provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; (vii) provide to children living in the home the physical necessities they need in order to live there comfortably; | 31/08/2018 |
| <p>7: The children's views, wishes and feelings standard</p> <p>(1) The children's views, wishes and feelings standard is that children receive care from staff who—</p> | 31/08/2018 |

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| <p>(a) develop positive relationships with them;</p> <p>(b) engage with them; and</p> <p>(c) take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) ensure that staff—</p> <p>(i) ascertain and consider each child's views, wishes and feelings, and balance these against what they judge to be in the child's best interests when making decisions about the child's care and welfare;</p> <p>(ii) help each child to express views, wishes and feelings;</p> <p>(iii) help each child to understand how the child's views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child;</p> <p>(iv) regularly consult children, and seek their feedback, about the quality of the home's care;</p> | |
| <p>8: The education standard</p> <p>(1) The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(i) help each child to achieve the child's education and training targets, as recorded in the child's relevant plans;</p> <p>(ii) support each child's learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study;</p> <p>(iii) understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers;</p> <p>(iv) help each child to understand the importance and value of education, learning, training and employment;</p> <p>(ix) help each child who is above compulsory school age to participate in further education, training or employment and to prepare for future care, education or employment;</p> <p>(x) help each child to attend education or training in</p> | <p>31/08/2018</p> |

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| accordance with the expectations in the child's relevant plans; | |
| <p>11: The positive relationships standard</p> <p>(1) The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>(a) mutual respect and trust;</p> <p>(b) an understanding about acceptable behaviour; and</p> <p>(c) positive responses to other children and adults.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(i) meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>(ii) help each child to develop socially aware behaviour;</p> <p>(iii) encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>(iv) help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>(v) 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;</p> <p>(vi) help each child to understand, in a way that is appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;</p> <p>(vii) help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship;</p> <p>(viii) strive to gain each child's respect and trust;</p> <p>(ix) 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;</p> <p>(x) 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;</p> | 31/08/2018 |

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| <p>(xi) de-escalate confrontations with or between children, or potentially violent behaviour by children;</p> <p>(xii) understand and communicate to children that bullying is unacceptable; and</p> <p>(xiii) have the skills to recognise incidents or indications of bullying and how to deal with them; and</p> <p>(b) that each child is encouraged to build and maintain positive relationships with others.</p> | |
| <p>12: The protection of children standard</p> <p>(1) The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(i) 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>(ii) help each child to understand how to keep safe;</p> <p>(iii) have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>(iv) manage relationships between children to prevent them from harming each other;</p> <p>(v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>(vi) take effective action whenever there is a serious concern about a child's welfare; and</p> <p>(vii) are familiar with, and act in accordance with, the home's child protection policies;</p> <p>(b) 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>(c) that the premises used for the purposes of the home are located so that children are effectively safeguarded;</p> <p>(d) 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; and</p> <p>(e) that the effectiveness of the home's child protection policies is monitored regularly.</p> | <p>31/08/2018</p> |

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| <p>13: The leadership and management standard</p> <p>(1) 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>(a) helps children aspire to fulfil their potential; and</p> <p>(b) promotes their welfare.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) 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>(b) ensure that staff work as a team where appropriate;</p> <p>(c) ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>(d) ensure that the home has sufficient staff to provide care for each child;</p> <p>(e) ensure that the home's workforce provides continuity of care to each child;</p> <p>(f) 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;</p> <p>(g) demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>(i) research and developments in relation to the ways in which the needs of children are best met; and</p> <p>(ii) feedback on the experiences of children, including complaints received; and</p> <p>(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> | <p>31/08/2018</p> |
| <p>16: Statement of purpose</p> <p>(1) The registered person must compile in relation to the children's home a statement ("the statement of purpose") which covers the matters listed in Schedule 1.</p> <p>(3) The registered person must—</p> <p>(a) keep the statement of purpose under review and, where appropriate, revise it; and</p> <p>(b) notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision.</p> | <p>31/08/2018</p> |

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| <p>(4) If a home has a website, the registered person must ensure that a copy of the statement of purpose is published on that website unless the registered person considers that such publication would prejudice the welfare of children in the home.</p> <p>(5) Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose.</p> | |
| <p>19: Behaviour management and discipline</p> <p>(1) No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child.</p> | <p>31/08/2018</p> |
| <p>20: Restraint and deprivation of liberty</p> <p>(1) Restraint in relation to a child is only permitted for the purpose of preventing—</p> <p>(a) injury to any person (including the child);</p> <p>(b) serious damage to the property of any person (including the child); or</p> <p>(c) a child who is accommodated in a secure children's home from absconding from the home.</p> | <p>31/08/2018</p> |
| <p>33: Employment of staff</p> <p>(1) The registered person must—</p> <p>(a) ensure that each employee completes an appropriate induction;</p> <p>(4) The registered person must ensure that all employees—</p> <p>(a) undertake appropriate continuing professional development;</p> <p>(b) receive practice-related supervision by a person with appropriate experience; and</p> <p>(c) have their performance and fitness to perform their roles appraised at least once every year.</p> | <p>31/08/2018</p> |

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| <p>39: Complaints and representations</p> <p>(1) Subject to paragraph (6), the registered person must establish a procedure for considering complaints made by or on behalf of children.</p> <p>(2) In particular, the procedure must provide that no person who is the subject of a complaint takes any part in its consideration or investigation, except at the informal resolution stage if the registered person considers it appropriate.</p> <p>(3) The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation.</p> | <p>31/08/2018</p> |
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*These requirements are subject to a compliance notice.

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: 1236278

Provision sub-type: Children's home

Registered provider: Priory Education Services Limited

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

Responsible individual: Clive Coombes

Registered manager: Adam Court

Inspectors

Tracey Ledder, social care inspector
Dianne Partridge, social care HMI

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