

1235653

Registered provider: Children of The Mangrove Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care for up to five children aged 11 to 17.

In its statement of purpose, the provider states that care is provided to children who have emotional and/or behavioural difficulties.

An applicant withdrew their application to be registered with Ofsted in January 2019. The manager role has been vacant since then. A new acting manager has been in post for six days. He is yet to apply for registration with Ofsted.

Inspection dates: 7 to 8 August 2019

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 14 January 2019

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/01/2019	Interim	Sustained effectiveness
24/07/2018	Full	Requires improvement to be good
16/03/2018	Interim	Sustained effectiveness
23/10/2017	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
If the Regulatory Reform (Fire Safety) Order 2005(a) applies to the home— the registered person must ensure that the requirements of that Order and any regulations made under it, except for article 23 (duties of employees), are complied with in respect of the home. (Regulation 25(2)(b)) Specifically, maintain and check the emergency lighting at the required frequency and ensure that all residents are involved in at least one fire drill.	01/10/2019
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. (Regulation 16(4))	01/10/2019
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. (Regulation 16(5))	01/10/2019

Recommendations

- Children should be in full-time education whilst they are of compulsory school age, unless their personal education plan contained within the care plan or other relevant plan states otherwise. The home must aim to support full time attendance at school unless the child's relevant plan indicates this is not in their best interests. ('Guide to the children's homes regulations including the quality standards', page 28, paragraph 5.14)
- The registered person should only accept placements for children where they are satisfied that the home can respond effectively to the child's assessed needs as recorded in the child's relevant plans and where they have fully considered the impact that the placement will have on the existing group of children. The Statement of Purpose is an important document in the process of care planning as it sets out the needs of children the home is set up and equipped to care for. ('Guide to the children's homes regulations including the quality standards', page 56, paragraph 11.4) Specifically, make sure the statement is realistic about what

needs can be met in the home and about what is meant by a therapeutic environment.

- As well as longer-term support for children to move on from the home effectively (regulation 6(2)(b)(vi)), the home has an important role in supporting each child leaving the home in the period immediately before their departure. The registered person should work with the placing authority to ensure that each child's transition is planned and help each child to prepare for leaving both practically and emotionally. ('Guide to the children's homes regulations including the quality standards', page 57, paragraph 11.9)
- Regulations 35-39 detail the records that must be kept in children's homes. All children's case records (regulation 36) must be kept up to date and stored securely whilst they remain in the home. Case records must be kept up to date and signed and dated by the author of each entry. Children's case records must be kept for 75 years from the date of birth of the child, or if the child dies before the age of 18, for 15 years from the date of his or her death. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3) Specifically, staff should sign crucial documents such as behaviour management plans and include children's comments so that children are invested in these. Staff should record educational attainment and attendance to evidence how children are making progress or need further support.
- Staff should understand factors that affect children's motivation to behave in a socially acceptable way. Staff should encourage an enthusiasm for positive behaviour through the use of positive behaviour strategies in line with the child's relevant plans. ('Guide to the children's homes regulations including the quality standards', page 39, paragraph 8.13) Specifically, set and consistently enforce boundaries to help children develop positive behaviour.
- The registered person should have a workforce plan which can fulfil the workforce related requirements of regulation 16, schedule 1 (paragraphs 19 and 20). The plan should:
 - detail the necessary management and staffing structure (including any staff commissioned to provide health and education), the experience and qualifications of staff currently working within the staffing structure and any further training required for those staff, to enable the delivery of the homes Statement of Purpose;
 - detail the processes and agreed timescales for staff to achieve induction, probation and any core training (such as safeguarding, health and safety and mandatory qualifications);
 - detail the process for managing and improving poor performance;
 - detail the process and timescales for supervision of practice (see regulation 33 (4) (b)) and keep appropriate records for staff in the home.

The plan should be updated to include any new training and qualifications completed by staff while working at the home and used to record the ongoing training and continuing professional development needs of staff – including the home's manager. ('Guide to the children's homes regulations including the quality

standards', page 53, paragraph 10.8)

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

One child has lived in the home for over a year. However, staff have ended the majority of children's placements during this inspection year. Therefore, children have experienced disruption and placement moves. One child was particularly distressed about having to leave, experiencing a negative ending to their placement.

Some children were not a good match to the existing residents. This had a negative effect on the home's atmosphere and group dynamics. One child felt that 'two children shouldn't have lived here' because of how their challenging behaviour affected children and staff. Staff do not consistently meet the needs of children as set out in the home's statement of purpose.

Education outcomes are mixed. All children have had some kind of education in place, although attendance varies from regular to sporadic. One child has improved from their starting point of non-attendance at school to occasional attendance and sitting exams. No children currently receive their legal entitlement to full-time education or training.

Children have enjoyed some activities with staff, particularly those involving driving skills. They benefited from a summer holiday during which staff and children enjoyed getting to know each other better in a new setting.

Some children do pursue hobbies, but there is an over-reliance on the use of electronic media. Staff feel that they should enforce firmer boundaries to encourage children towards healthier lifestyles and more varied activities.

Children say that they are encouraged to attend routine health appointments. Some children are not yet ready to take up the offer of support services to help with substance misuse. The home's cook prepares healthy meals and offers advice on nutrition. Some children attend sports training to develop their skills as well as improve their health.

How well children and young people are helped and protected: requires improvement to be good

Fire safety requires some improvement as emergency lighting has not been checked recently and not all children have been involved in fire drills. This could potentially compromise children's safety.

Staff feel that the team needs a more common approach towards managing children's behaviour. They feel there is an over-reliance on the use of financial incentives, such as rewarding children for their engagement in key work.

Police do not have any concerns about how staff manage incidents of children going missing from the home. However, incidents of children going missing have been high at times and one child was absent throughout the inspection. A social worker felt that their

child's missing episodes increased as a direct result of other children's disruptive behaviour in the home. The frequency of the child going missing has decreased recently, improving their safety.

A stable staff team has provided consistency for children. One child said of the staff, 'They're the best thing about this home.' After they move on to live elsewhere, some children benefit from keeping in touch with staff.

The building is maintained safely. It is in good condition and provides children with a pleasant home, although the office, which staff lock behind them, appears institutional.

The effectiveness of leaders and managers: requires improvement to be good

Staff welcome a period of stability in the home's management. They are keen to work with the newly appointed manager who is setting out his vision for the home. Staff say that they receive good support through supervision and team meetings. However, sessional workers do not attend team meetings, so do not feel included.

Staff say that they receive good training. However, the home's workforce development plan does not clearly state what training staff have received and when training is due. This makes it hard to assess if all staff are fully trained.

Staff recruitment is sound, including obtaining references and checks with the disclosure and barring service. This helps to ensure that staff are suitable to work with children. On one recruitment file, a risk assessment had not been signed off by the manager to indicate they are satisfied with this.

Children's care records are reasonable, but do not provide clear information about children's educational attainment and progress.

The home's statement of purpose is not sufficiently clear about what providing a 'therapeutic' home means for children. The home's website is being updated. However, the statement of purpose is not included on this for people's information.

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: 1235653

Provision sub-type: Children's home

Registered provider: Children of The Mangrove Limited

Registered provider address: Chester House, Fulham Green, 81-83 Fulham High Street, London SW6 3JA

Responsible individual: Lucy Addington

Registered manager: vacant

Inspector:

Jacqueline Graves, social care regulatory inspector

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