

1228092

PSS Care Group Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This home, which is one of three run by a private organisation, provides care for up to four children with emotional and/or behavioural difficulties.

The registered manager left on 15 February 2021. An interim manager is currently in post and is not yet registered with Ofsted.

Inspection date: 1 April 2021

This monitoring visit

At the time of the visit, one child was living at the home. The visit took place due to Ofsted receiving information that raised concerns about the management of the home, the staffing arrangements and the safety and well-being of the children. The visit comprised a blended approach of on-site and off-site activity. The home was last visited on 28 January 2021.

Since the monitoring visit in January 2021, the resignations of several members of the organisation's management team have weakened the structure and support available to staff. During this latest visit, both deputy managers resigned. One of these deputy managers ended their employment on the day of the visit and the second was working a week's notice. The operations manager had resigned with immediate effect the day before the visit. The quality assurance manager has also since resigned with immediate effect. This has significantly reduced the management capacity at the home.

The proposed staffing arrangements in place for the Easter bank holiday weekend were inadequate at the time of this monitoring visit. On some shifts, only inexperienced, unqualified or probationary staff were rostered on duty. The responsible individual subsequently made changes to the roster to ensure that at least one experienced member of staff was on each shift.

Management monitoring is ineffective. Managers have not addressed poor-quality records, including errors and missing information. Risk assessments and care plans do not always cover important areas, and they are not always clear, consistent and up to date. This means that staff have inaccurate and contradictory guidance on the action to take in certain situations.

There have been relatively few incidents at the home. However, the records relating to these incidents are not consistently good enough. There has only been one physical intervention since the last monitoring visit. However, the intervention record did not contain the required information. In addition, in one instance, an internal investigation was undertaken when a child went missing from the home. This investigation was of poor quality, lacked professional curiosity and did not set out clear expectations for staff.

Management monitoring of the environment has not been good enough. Managers were unaware that the fire door on a child's bedroom was not closing fully.

The support that staff receive from managers is insufficient. Managers have not ensured that staff receive appropriate supervisions. Half of the staff have only had one supervision in 2021. When incidents occur, these are not consistently explored or reflected on with staff in supervisions.

Failure to provide effective management oversight and support means that the day-to-day running of the home, including staff practice, is not reviewed and evaluated or action taken to address shortfalls that may place children at risk of harm. Consequently, the home is likely to be subject to enforcement action.

Some previous requirements were not within the scope of this monitoring visit. They have, therefore, been restated.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/11/2019	Full	Good
12/06/2018	Full	Good
08/08/2017	Full	Good
06/09/2016	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>The health and well-being standard is that—</p> <p>children are helped to lead healthy lifestyles. (Regulation 10 (1)(c))</p> <p>In particular, ensure that there is a consistent approach to addressing substance misuse.</p>	14 April 2021
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>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>that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(v)(d)(e))</p>	4 May 2021
<p>*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>	4 May 2021

<p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>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>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)(c)(f)(h))</p> <p>In particular:</p> <p>Ensure that children receive care from an experienced, trained and skilled staff team.</p> <p>Ensure that all records at the home are up to date and provide clear guidance to staff to keep children safe.</p> <p>Monitor records to ensure that they are accurate and complete. Review the actions taken and offer challenge and guidance to the staff.</p> <p>Ensure that staff receive supervision that is regular, supportive and reflective and that accurate records are maintained.</p>	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children’s home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p>	<p>4 May 2021</p>

<p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose. (Regulation 14 (1)(a)(b) (2)(a))</p> <p>In particular, ensure that children moving into the home are suitably matched with the existing resident group.</p>	
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>The registered person may only—</p> <p>employ an individual to work at the children's home; if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</p> <p>the individual is of integrity and good character;</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a) (3)(a)(b)(d))</p> <p>In particular, obtain a full employment history for every person working at the home in a care role and ensure that application documentation is dated and that references are verified.</p>	14 April 2021
<p>For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained—</p> <p>the Level 3 Diploma for Residential Childcare (England) ("the Level 3 Diploma"); or</p> <p>a qualification which the registered person considers to be equivalent to the Level 3 Diploma.</p>	4 May 2021

<p>The relevant date is—</p> <p>in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home. (Regulation 32 (4)(a)(b) (5)(a))</p> <p>In particular, ensure that all staff who have worked in a children's home for more than two years achieve a suitable level 3 qualification.</p>	
<p>The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>the name of the child;</p> <p>details of the child's behaviour leading to the use of the measure;</p> <p>the date, time and location of the use of the measure;</p> <p>a description of the measure and its duration;</p> <p>details of any methods used or steps taken to avoid the need to use the measure;</p> <p>the name of the person who used the measure ("the user"), and of any other person present when the measure was used;</p> <p>the effectiveness and any consequences of the use of the measure; and</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> <p>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")—</p> <p>has spoken to the user about the measure; and</p>	<p>14 April 2021</p>

<p>has signed the record to confirm it is accurate; and</p> <p>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.</p> <p>(Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))</p>	
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children's home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4;</p> <p>ensure that the records are kept up to date.</p> <p>(Regulation 37 (1) (2)(a)(b))</p> <p>In particular, ensure that staff duty rotas are clear and accurate.</p>	<p>14 April 2021</p>
<p>The registered person must ensure that an independent person visits the children's home at least once each month.</p> <p>The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether—</p> <p>children are effectively safeguarded; and</p> <p>the conduct of the home promotes children's well-being.</p> <p>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.</p> <p>The independent person must provide a copy of the independent person's report to—</p> <p>HMCI. (Regulation 44 (1) (4)(a)(b) (5) (7)(a))</p> <p>In particular, ensure that independent visitor's reports are of consistently good quality, are reviewed by the responsible individual and are sent to Ofsted promptly.</p>	<p>14 April 2021</p>

*These requirements are subject to a compliance notice.

Information about this inspection

The visit took place due to Ofsted receiving information that raised concerns about the management of the home, the staffing arrangements and the safety and well-being of the children.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 1228092

Provision sub-type: Children's home

Registered provider: PSS Care Group Limited

Registered provider address: 284 Chase Road, London N14 6HF

Responsible individual: Frederik Booysen

Registered manager: Post vacant

Inspectors

Ashley Hinson, Social Care Inspector
Natalie Burton, Social Care Inspector
Angela Weston, Social Care Inspector
Leemya McKeown, Social Care Inspector

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