

1258658

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 31 March 2021. At the time of the visit, there was an interim manager in post who had been redeployed from one of the organisation's other homes.

Inspection date: 5 May 2021

This monitoring visit

At the time of the visit, one child was living at the home. Since the last monitoring visit, on 1 April 2021, two children have moved out of the home. No children have moved into the home. The purpose of this visit was to monitor the provider's adherence to a restriction of accommodation notice, and to establish the provider's progress in meeting the steps set out in a compliance notice that Ofsted served on 8 April 2021. This visit combined on-site and remote activity.

The inspector found that the provider has taken insufficient action to meet the steps in the compliance notice. The provider has adhered to the restriction of accommodation.

Several members of the organisation's senior team and the home's management team resigned immediately prior to, or shortly after, the last monitoring visit. This left the home without clear management and leadership and lacking oversight. The responsible individual brought in an interim manager from one of the other homes within the group. However, this person is now also leaving. A new deputy manager has been appointed. However, this person has no previous management experience and does not hold a suitable level 3 qualification. The management arrangements are not sufficiently reliable to provide the required level of leadership and management oversight of the staff team.

A significant proportion of the staff team is inexperienced. However, the number of more experienced staff has improved since the last monitoring visit. This is because some staff have been redeployed from another home within the organisation. On several occasions, staff members have acted as shift leader as they are the most senior member of staff on duty, without the provider having assessed them as competent to do so.

A child who lives at the home has particular additional needs. Not all staff have received suitable training to meet these additional needs. On several occasions, there have been no staff on duty working at the home who have the relevant training to meet this child's additional needs. Only three staff members hold a relevant level 3 qualification. Therefore, many of the staff are unqualified and inexperienced in working in residential childcare and with children with complex emotional and behavioural difficulties and further additional needs.

Managers now meet and review areas for development. However, managers do not always have a shared understanding of the actions needed. As a result, the required actions that were identified at previous monitoring visits have not been addressed effectively. Managers have not monitored the training records to ensure that all staff have undertaken all the required training. Ensuring that all staff complete suitable training to meet the particular needs of the children living at the home was a requirement at the two previous monitoring visits in February and April 2021, and the timescale for completion has passed. To date, several staff have not had training to enable them to meet the children's needs.

Records management at the home is not consistently of good quality. Important information about children is not shared effectively with others in the organisation, to ensure that the children's needs are met. Records cannot always be located. On one occasion, records that were not accurate were shared with the inspector as 'reliable' records.

Supervision records are not available for all staff, and the records that are available do not evidence appropriate support or reflection on practice when staff return from suspension.

At the last monitoring visit, it was noted that it would not have been possible to escape from the kitchen in the event of a fire because of a locked fire exit. The provider has now installed a lock which ensures that the door can be safely exited in an emergency.

Some of the previous requirements were outside the scope of this visit and were not reviewed. These requirements are therefore restated.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/07/2019	Full	Good
04/10/2018	Full	Good
22/01/2018	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 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 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 (Regulation 12 (1) (2)(a)(i)(v)(b))</p> <p>In particular, ensure that:</p> <p>children's risk assessments and the suitability of the location assessment are consistently updated with new risks;</p> <p>the fire risk assessment is updated to reflect practice at the home and risk-reduction measures.</p>	11 June 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> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p>	11 June 2021

<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 management capacity is sufficient to provide advice, guidance and support to the staff working at the home;</p> <p>ensure that management monitoring is comprehensive and effective, and results in any necessary action being taken to meet the children's needs and keep them safe.</p>	
<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> <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>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(h))</p>	<p>11 June 2021</p>

<p>In particular, ensure that:</p> <p>records are accurate, clear and dated, and evidence the support that the children receive;</p> <p>records of physical interventions demonstrate suitable discussions with staff and children;</p> <p>records of staff performance reviews demonstrate the ongoing suitability of staff and any support in place to promote professional development.</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>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 and the staff's skills and experience.</p>	<p>11 June 2021</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>11 June 2021</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, ensure that no staff work at the home until all suitability checks are received and the person is assessed as suitable. Furthermore, obtain a full employment history for every person working at the home in a care role, and ensure that appropriate overseas checks are completed for staff who have lived abroad.</p>	
<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> <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>	11 June 2021
<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. (Regulation 37 (1) (2)(a)(b))</p>	11 June 2021

<p>In particular, ensure that staff duty rotas are clear and accurate.</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 the independent visitor's reports are of consistently good quality, are reviewed by the responsible individual and are sent to Ofsted promptly.</p>	<p>11 June 2021</p>

*This requirement is subject to a compliance notice.

Recommendations

- The registered person should request that the responsible local authority provides an opportunity for the child to have an independent return home interview when a child returns to the home after being missing from care or away from the home without permission. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.30)
- The registered person should ensure that details of any planned approaches to restraint, such as locking the front door at times of escalated and risky behaviour, are documented as agreed with the child's placing authority and included in the child's education, health and care (EHC) plan. ('Guide to the children's homes regulations including the quality standards', page 47, paragraph 9.43)
- The registered person should ensure that children's case records are stored securely while they remain in the home. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3)

Information about this inspection

The purpose of this visit was to monitor the provider's adherence to a restriction of accommodation notice and to establish the provider's progress in meeting the steps set out in a compliance notice that Ofsted served on 8 April 2021.

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

Children's home details

Unique reference number: 1258658

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

Inspector

Joanna Heller, Social Care Inspector

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, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding 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 1231, 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 <http://reports.ofsted.gov.uk/>.

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/ofsted

© Crown copyright 2021