

# SC053529

Registered provider: The Beeches UK Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately owned children's home provides care for up to five children with a learning disability and/or other complex needs.

The manager registered with Ofsted in November 2020.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 2 September 2020 to carry out an assurance visit. The report is published on the Ofsted website.

### Inspection dates: 18 to 19 May 2021

**Overall experiences and progress of children and young people, taking into account** **requires improvement to be good**

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

The effectiveness of leaders and managers **inadequate**

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:** 9 October 2019

**Overall judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
09/10/2019	Full	Requires improvement to be good
06/03/2019	Full	Good
24/05/2017	Full	Good
21/02/2017	Interim	Improved effectiveness

## Inspection judgements

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

The overall experiences of children and the quality of care that they receive are compromised by staffing vacancies and the very high use of temporary staff. Issues are compounded by ineffective management oversight.

The high number of different staff who look after the children affects children's ability to form nurturing relationships with staff. Core staff and external professionals have consistently highlighted these issues. Although managers have embarked on a recruitment exercise, at present, staffing issues remain and some staff are working very high numbers of hours to support the home.

Despite the staffing challenges, there are positives. Some children are making progress. One headteacher said that children have become calmer and more settled at school because of the way in which the staff have worked with the school.

The staff offer children a range of activities, despite the restrictions arising from COVID-19. Children have regular time away from the home and enjoy a variety of home-based activities. The staff and managers are beginning to work with children to help them to develop skills such as using transport and cooking.

The staff and managers support children to spend time with their families in person and virtually. As a result, children are sustaining and developing relationships with those who are important to them.

Since the last inspection, the home has put in place cultural and diversity plans for two children. These plans are supported by work that has been carried out by a counsellor who has been commissioned to work with the children on identity.

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

Staff have a good awareness of how to raise safeguarding concerns. However, on one occasion, senior managers' records relating to a safeguarding concern were incomplete. Poor safeguarding records have the potential to affect the quality of safeguarding practice.

Leaders' and managers' oversight and monitoring of records are not consistently good enough. They have not ensured that recruitment records for agency staff always contain the required information. In addition, managers are unaware of the process regarding overseas checks. Managers were unsure when or how they would make these checks. The recruitment policy does not consider this.

Children's individual risk assessments cover a range of risks and behaviours and include individual strategies that staff use to support the children. This contributes to core staff having a good understanding of children's behaviours and how to manage these effectively.

On occasions, the staff use physical interventions. These are proportionate and only used after other approaches have been tried.

The staff help children to stay safe online. Online safety quizzes and key-work sessions are used to help children understand online risks. One child worked alongside their key worker to write an online safety agreement. This helps children to understand what appropriate online behaviour is and remain safe.

### **The effectiveness of leaders and managers: inadequate**

The management team's capacity is limited. The deputy manager's post has been vacant, except for three weeks, since the assurance visit. A team leader post has also been vacant since January 2021. Staffing vacancies have made it necessary for managers to work shifts. Although senior managers have offered some additional support, these gaps have compromised managerial capacity and oversight and contributed to several significant management shortfalls.

Monitoring by leaders and managers is ineffective. There are gaps in leaders' and managers' knowledge of the strengths and weaknesses of the home. Leaders and managers have been ineffective in making improvements.

The internal review of the quality of care was not submitted to Ofsted. The report that was completed did not include any feedback from children, their parents, placing authorities or staff. This fundamentally limits the opportunity for leaders and managers to learn and take action to improve the quality of the home.

Leaders and managers have not ensured that staff have received regular supervision. This includes agency staff who have worked at the home more than 20 times over the past couple of months. As a result, staff are not receiving the level of support that they should be receiving. In addition, managers have not clearly followed up with staff when other staff have raised questions about their practice.

Some records of physical intervention do not include a record of management oversight. When they do, the manager has reflected on incidents to make improvements to the care provided. The lack of oversight of other incidents means that these opportunities for learning are not always taken up.

One child has moved into the home since the assurance visit. He did so at very short notice. This is contrary to the home's statement of purpose. The impact risk assessment that managers undertook was of poor quality and did not consider the effect that the child's arrival might have had on the child and other children at the home.

## 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.

<b>Requirement</b>	<b>Due date</b>
<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— that staff—</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>are familiar with, and act in accordance with, the home’s child protection policies.</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.</p> <p>(Regulation 12 (1) (2)(a)(v)(vii)(b))</p> <p>In particular, ensure that records relating to safeguarding are clear, accurate and up to date, and that impact risk assessments give sufficient consideration to risks arising from potential mixes of children.</p>	<p>21 May 2021</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>30 June 2021</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 the home’s workforce provides continuity of care to each child;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>(Regulation 13 (1)(a)(b) (2)(a)(e)(h))</p> <p>In particular:</p> <p>ensure that children receive care from a consistent 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>monitor records to ensure that they are accurate and complete; and</p> <p>review the actions taken during incidents and offer challenge and guidance to the staff.</p> <p>This requirement was made at the last inspection and is restated.</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.</p> <p>(Regulation 14 (1)(a)(b) (2)(a))</p>	<p>21 May 2021</p>

<p>In particular, ensure that children only move into the home in line with the criteria set out in the home's statement of purpose.</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; or</p> <p>if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home,</p> <p>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>the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.</p> <p>(Regulation 32 (1) (2)(a)(b)(c)(d))</p> <p>In particular, ensure that agency staff have had the required checks and that managers are guided on and understand how and when to complete overseas checks for staff.</p>	<p>31 May 2021</p>
<p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development;</p> <p>receive practice-related supervision by a person with appropriate experience.</p> <p>(Regulation 33 (4)(a)(b))</p> <p>In particular, ensure that all staff, including agency staff, receive regular, reflective, challenging and effective</p>	<p>7 June 2021</p>

<p>supervision focused on children’s experiences, needs, plans and feedback.</p>	
<p>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.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—</p> <p>the quality of care provided for children;</p> <p>the feedback and opinions of children about the children’s home, its facilities and the quality of care they receive in it; and</p> <p>any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.</p> <p>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”).</p> <p>The registered person must—</p> <p>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; and</p> <p>make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home.</p> <p>The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff.</p> <p>(Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>30 November 2021</p>



## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people, 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:** SC053529

**Provision sub-type:** Children's home

**Registered provider:** The Beeches UK Limited

**Registered provider address:** 212 Ballards Lane, SBCH House, London N3 2LX

**Responsible individual:** Rebecca Ouellani

**Registered manager:** Leah Stewart

## Inspectors

Ashley Hinson, Social Care Inspector

Joe Cox, Social Care Inspector

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