

2647775

Registered provider: The Beeches UK Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately run home provides care for up to four children. The home's statement of purpose states that this is a mid- to long-term residential home that provides care for children with emotional and/or behavioural difficulties (social and emotional difficulties).

The post for a registered manager has been vacant since 4 October 2022.

The home registered with Ofsted in November 2021.

There were two children living at the home at the time of this inspection.

Inspection dates: 4 and 5 October 2022

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 **requires improvement to be good**

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: not applicable

Overall judgement at last inspection: not applicable

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
Not previously inspected		

Inspection judgements

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

Staff develop positive relationships with children. They know the children well and strive to respond effectively to their needs. One child is reported to have expressed surprise at the gifts they received for their birthday and was very thankful and appreciative to staff.

Children are offered choices and can make decisions about their day-to-day lives through regular discussion and consultation with staff, managers and leaders. Managers understand the need for children to have their voices listened to independently of the home. Therefore, children have access to independent advocates.

Children are provided with opportunities to take part in a range of social and leisure activities with support from staff. Children have weekly activity planners; however, staff work flexibly with children if they wish to do something that has not been planned.

Both children living at the home are not in formal education. Leaders and managers are working to secure appropriate education provision for the children. One child, who has not been in formal education for a significant length of time, is being helped to develop their concentration and attention skills with the support of a tutor.

Children's overall experiences in the home vary. Children are helped to settle; however, the behaviours of some children do unsettle others. Furthermore, leaders and managers have not communicated effectively to ensure that children arriving at the home have a positive experience. When one child moved into the home, an incident occurred that resulted in the police being called and the child left the home on the same day.

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

Managers and staff understand the risks for children. Clear and updated safety plans ensure that staff know what needs to be done to reduce the risk of harm to children. Children are spoken to about what they can do to keep themselves safe.

When restraint is used in the home, it is proportionate and used as a last resort to safeguard children and staff. Management oversight is visible in case recordings, as are the views of children and staff.

When children go missing from the home, staff take appropriate action to help to keep children safe. For example, staff follow children and encourage them to return

home. However, independent return home interviews are not undertaken. This is a missed opportunity to gather important information to manage and reduce risks.

One allegation has been made during the inspection period. The local authority designated officer reported, 'In relation to the management of the allegation, the manager has been very open and timely with all that has been requested of her.'

The team of staff are new to the home and some staff struggle to respond to children who find it hard to manage their emotions and behaviours. Staff do not yet fully understand how their own emotions and responses may lead to the escalation of incidents in the home.

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

There have been several changes within the management structure since registration of the home. This has led to instability with staff and a lack of effective and consistent oversight of the home.

The arrangements for the day-to-day management of the home in the absence of a registered manager are not effective. Managers with responsibilities at different settings within the company ensure that day-to-day operational matters are carried out and support the staff with managing the care of children. However, this does not provide staff with suitable support or develop a clear culture and ethos at the home.

The monitoring and review processes are ineffective and do not support the development and improvement of staff practice and the care provided to children. Medication audits are not recorded to demonstrate that they have taken place. This does not help managers and staff to identify shortfalls in practice, inform their learning and development and improve practice.

Leaders and managers have identified that staff supervision is an area for development. Staff supervision does not happen within the stated time frames as indicated by the home's own policy. Records of supervision undertaken by the last permanent registered manager are not available on staff files. Supervision notes vary in quality and do not address the matters raised by staff effectively.

Children's paper case records are being transferred to an electronic case management system. One child's electronic case record held many useful documents. However, the records did not include the contact details of relevant people relating to the child, such as the social workers, independent reviewing officer and parents. Leaders and managers are working to update these records.

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 registered provider must appoint a person to manage the children’s home if—</p> <p>there is no registered manager in respect of the home; and</p> <p>the registered provider—</p> <p>is an organisation or a partnership;</p> <p>does not satisfy regulation 28; or</p> <p>is not, or does not intend to be, in day-to-day charge of the home. (Regulation 27 (1)(a)(b)(i)(ii)(iii))</p>	<p>18 November 2022</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>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 work as a team where appropriate;</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>18 November 2022</p>

<p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>research and developments in relation to the ways in which the needs of children are best met; and</p> <p>feedback on the experiences of children, including complaints received; and</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)(b)(c)(f)(g)(i)(ii)(h))</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>This specifically relates to ensuring that transition plans are adhered to for children moving into the home and that there is effective communication to ensure that there is minimal impact on children already living in the home, the staff team and children moving in.</p>	31 October 2022
<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</p>	31 October 2022

<p>necessary, make arrangements to reduce the risk of any harm to the child. (Regulation 12 (1) (2)(a)(i))</p> <p>This relates specifically to ensuring that return home interviews are undertaken when children go missing and that information provided by such interviews is used to assess risks and put arrangements in place to protect children.</p>	
<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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>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. (Regulation 11 (1)(a)(b)(c) (2)(a)(ix)(x))</p>	<p>31 October 2022</p>
<p>The registered person must maintain records (“case records”) for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child;</p> <p>are kept up to date. (Regulation 36 (1)(a)(b))</p> <p>This relates specifically to the provider ensuring that the contact details of relevant people in relation to the child, such as the child’s social worker, independent reviewing officer and parents are available on the case management tool being used.</p>	<p>31 October 2022</p>

Recommendation

- The registered person should have systems in place so that all staff, including the manager, receive regular supervision of their practice which allows them to reflect on their practice and the needs of the children assigned to their care. ('Guide to the Children's Homes Regulations, including the quality standards', page 61, paragraph 13.2)

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: 2647775

Provision sub-type: Children's home

Registered provider: The Beeches UK Limited

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

Responsible individual: Rebecca Ouellani

Registered manager: Post vacant

Inspector

Colin Bent, Social Care Inspector

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