

## Children's home inspection – Full

<b>Inspection date</b>	<b>18/10/2016</b>
<b>Unique reference number</b>	<b>1230415</b>
<b>Type of inspection</b>	<b>Full</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>Beacon Childcare Ltd</b>
<b>Registered provider address</b>	<b>Hazlewoods Windsor House Cheltenham GL50 3AT</b>
<b>Responsible individual</b>	<b>Matthew Fisher</b>
<b>Registered manager</b>	<b>Paul Sweeney</b>
<b>Inspector</b>	<b>Matt Hedges</b>

<b>Inspection date</b>	<b>18/10/2016</b>
<b>Previous inspection judgement</b>	<b>N/A</b>
<b>Enforcement action since last inspection</b>	<b>None</b>
<b>This inspection</b>	
<b>The overall experiences and progress of children and young people living in the home</b>	<b>Requires improvement</b>
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.	
<b>How well children and young people are helped and protected</b>	<b>Requires improvement</b>
<b>The impact and effectiveness of leaders and managers</b>	<b>Inadequate</b>

**1230415**

## **Summary of findings**

### **The children's home provision requires improvement because:**

- The young person is not in education. The registered manager and staff have failed to challenge this effectively.
- Staff do not meet some aspects of the young person's health and well-being needs.
- The registered manager does not always take effective action when serious incidents occur.
- Managers failed to plan the young person's admission properly.
- Staff do not always manage medication safely.
- The registered manager does not always ensure that the same staff are available to support the young person.
- Not All staff receive adequate training or support.
- Not all staff are properly vetted prior to commencing employment.
- Some aspects of record-keeping are poor.

### **The children's home strengths**

- Most staff have strong relationships with the young person.
- The registered manager generally makes sure that there is good communication with other agencies.
- Family members, and professionals from a range of agencies, are positive about the work of the staff team.

## What does the children's home need to do to improve?

### Statutory requirements

This section sets out the actions which must be taken so that the registered person(s) meets 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>5. Engaging with the wider system to ensure children's needs are met</p> <p>In order to meet the engaging with the wider system standard, with particular reference to challenge, the registered person must ensure that:</p> <p>(c) if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans.</p>	18/11/2016
<p>10. The health and well-being standard</p> <p>In order to meet the health and well-being standard, with particular reference to children's health and well-being, the registered person must ensure that:</p> <p>(a) the health and well-being needs of children are met.</p>	18/11/2016
<p>11. The positive relationships standard</p> <p>In order to meet the positive relationships standard, with particular reference to supervision, the registered person must ensure that staff:</p> <p>(2)(a)(x) 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.</p>	18/11/2016
<p>12. The protection of children standard</p> <p>In order to meet the protection of children standard, with particular reference to taking action, the registered person must ensure that staff:</p>	18/11/2016

(2)(a)(vi) take effective action whenever there is a serious concern about a child's welfare.	
<p>13. The leadership and management standard</p> <p>In order to meet the leadership and management standard, with particular reference to staffing, the registered person must:</p> <p>(2)(c) ensure that staff have the experience, qualifications and skills to meet the needs of each child</p> <p>(e) ensure that the home's workforce provides continuity of care to each child.</p>	18/11/2016
<p>14. The care planning standard</p> <p>In order to meet the care planning standard, with particular reference to admissions, the registered person must:</p> <p>(2)(b)(i) ensure the effective induction of each child into the home.</p>	18/11/2016
The registered person must compile in relation to the children's home a statement ("the statement of purpose") which covers the matters listed in Schedule 1. (Regulation 16(1))	18/11/2016
The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home. (Regulation 23(1))	18/11/2016
The registered person may only employ an individual to work at the children's home if full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32(3)(d))	18/11/2016
The registered person must ensure that 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 a description of the measure and its duration. (Regulation 35(3)(a)(iv))	18/11/2016
The registered person must maintain records ("case records") for each child which are kept up to date. (Regulation 36(1)(b))	18/11/2016
The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39(3))	18/11/2016

## Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Ensure that restraint records also include interventions that restrict a child's liberty of movement. Restrictions such as these, and all other restrictions of liberty of movement, should be recorded as restraint. ('Guide to the children's homes regulations including the quality standards', page 47, paragraph 9.42)
- Ensure that the recruitment of staff safeguards children and minimises potential risks to them. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.1)
- Ensure that all children's case records are stored securely whilst they remain in the home. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3)
- Ensure that staff understand the importance of careful, and clear recording. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)

## **Full report**

### **Information about this children's home**

The home may only provide care and accommodation for up to four children with emotional and/or behavioural difficulties. A private provider operates the home.

### **Recent inspection history**

The home was registered in September 2016. This is the first inspection.

## Inspection judgements

	Judgement grade
<p><b>The overall experiences and progress of children and young people living in the home</b></p>	<p><b>Requires improvement</b></p>
<p>Most staff have good relationships with the current young person and offer her individually tailored support. The young person talks positively about staff and the care that she receives. Family members, social care staff, youth offending workers, and mental health professionals also hold positive views in this regard. As a result, the young person feels safer. Overall, she is more settled since coming to the home. This is a significant achievement for her. One professional summarised that the young person is 'insightful, polite and engaging.' However, in other areas her progress is slow. For example, the young person is not currently in formal education. This is hindering her academic progress and her opportunities to socialise with friends. The registered manager and staff have not taken sufficient action to challenge the local authority about this delay.</p> <p>The young person has developed a range of skills that help her to become more independent. This includes shopping, cooking and other household chores. Conversely, staff do not consistently offer adequate support in other areas. This includes support to make sure that basic personal care tasks are satisfactorily undertaken. Nor are staff aware of simple medical information, such as whether the young person's immunisations are up to date. Staff are not fully meeting the young person's health and well-being needs because of these shortfalls.</p> <p>Staff generally seek the young person's views well, taking account of her feedback and using opportunities to discuss issues openly. This helps the young person to feel valued and empowers her to take ownership of aspects of her care. However, on a small number of occasions the registered manager has not adequately recorded complaints made by the young person. This particularly relates to the action he has taken and the outcome. This includes complaints relating to staff practice. This does not allow effective oversight, tracking and monitoring of these issues.</p> <p>The registered manager and staff have developed good relationships with the young person's family. They are local to the placement. This means that the young person can stay in touch with the people most important to her, in a safe way. The registered manager has also developed good links with a wide range of agencies including mental health services, social care and youth offending. This helps to ensure the effective sharing of information.</p>	

	Judgement grade
<b>How well children and young people are helped and protected</b>	<b>Requires improvement</b>
<p>The young person does not go missing. She does not drink, smoke, or take illegal drugs. This helps to reduce other associated risks, including the danger of exploitation. Despite this, staff understand these potential risks and the actions to take should these concerns arise. The young person is safer because of this.</p> <p>Staff have not received sufficient training about how to support young people who may harm themselves. This affects their ability to identify risks, and their skills and confidence in this area. These impact on the quality of the support the young person receives. In addition, the registered manager does not always take timely action when incidents occur. Specifically, on three separate occasions, the young person was able to pick up a knife from the kitchen during times of distress. The registered manager took little action until the third incident had occurred. This delay could have placed the young person or staff at risk.</p> <p>Staff generally offer adequate support and consistent boundaries to the young person should she become upset, aggressive, or unsettled. A professional working for a youth offending team confirmed this, stating, 'In my view, staff are doing well with her. They are very calm and professional.' The use of physical restraint is sometimes required. These interventions are proportionate and are necessary to keep staff and the young person safe. Records of these incidents are variable. Some records are very detailed. Other records lack clarity. In particular, staff do not always record each hold or its duration separately. In addition, interventions that restrict the young person's liberty of movement (for example, by locking a door to an area of the home that is normally accessible) are not recognised or recorded as restraint. These shortfalls affect the oversight that the registered manager has. They also reduce the detail available to the young person should she wish to view her records. Finally, the registered manager did not take effective action when he learned about a previous injury that the young person had sustained. In particular, he did not assess whether the restraint methods used by staff needed to be adapted. Other safeguards limited the impact of this shortfall; however, it had the potential to place the young person at risk of injury.</p>	

	Judgement grade
<b>The impact and effectiveness of leaders and managers</b>	<b>Inadequate</b>
<p>Ofsted registered the home in September 2016. A suitably qualified and experienced registered manager has led the team since then.</p> <p>One young person has moved to the home. The registered manager and responsible individual failed to plan this move or the young person’s induction effectively. Consequently, they did not identify the training and skills that the staff required. Some staff have not received any training in safeguarding, mental health or other areas specific to the young person’s needs. This affects their confidence and ability to provide individualised care. In addition, the home’s statement of purpose does not include the details, experience or qualifications of all staff. This reduces the information available to the young person, her family, and the professionals who are involved in her care.</p> <p>The registered manager does not ensure that sufficient staff are available to provide adequate continuity of care to the young person. This is particularly the case during the night, when a number of different temporary staff are used. Although the registered manager has taken some action to tackle this, the changes are yet to take effect. This affects the day-to-day experiences of the young person and does not prioritise her need for consistency.</p> <p>Staff supervision is ineffective and irregular. It fails to highlight key issues. This does not help staff to understand and manage their own feelings and responses to incidents, or to the behaviour of the young person.</p> <p>Staff recruitment and vetting practices are inadequate. The registered manager can provide little evidence of checks for temporary staff. Shortfalls also exist in relation to permanent staff. For example, not all staff files show a full employment history. Reasons for leaving previous employment with children or vulnerable adults are insufficiently explored. In addition, verification processes for references are poor. Specifically, the registered manager does not suitably explore anomalies in the information provided or follow up important issues. These shortfalls do not safeguard the young person from potentially unsafe adults.</p> <p>The arrangements for the handling, recording, safekeeping, and oversight of medication are not always robust. During one serious incident, the young person could have overdosed on her prescribed medication. On another occasion, a member of staff did not sign the record to indicate whether they had administered a medication. Neither did the registered manager seek medical advice when a medication was refused. These shortfalls have the potential to affect the young person’s health.</p>	

The registered manager and staff do not keep all of the young person's case records up to date, for example in relation to plans for her education. This affects the information available to staff and has the potential to cause confusion. Neither do they ensure that all records are clearly completed. For example, records of some incidents are poor. Furthermore, the 'log book' does not always show what time staff start and finish their shift. This makes it difficult to investigate should concerns or queries about staff practice arise.

Records are not always stored securely. A number of records are made on loose, unnumbered pages without an adequate chronology. They are therefore not sufficiently tamper-proof and could be removed, or altered.

The registered manager has started to implement new monitoring processes. These are yet to fully embed but have started to improve his oversight. This has the potential to help him to better identify the strengths and weaknesses of the service and analyse the young person's progress.

## What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or that result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference that adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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'.

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