

SC356565

Registered provider: Eagle Children's Home

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home registered with Ofsted in March 2008 and is privately owned. The organisation has one home.

This home provides care for up to two children who have experienced childhood instability that has resulted in trauma and associated complex behaviours.

The registered manager is also the director of the organisation and registered with Ofsted in September 2013.

Inspection dates: 12 and 13 February 2024

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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: 11 January 2023

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
11/01/2023	Full	Good
09/03/2022	Full	Good
31/07/2019	Full	Good
24/07/2018	Full	Good

Inspection judgements

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

There were no children living in this home between 11 July 2023 and 21 August 2023 and between 27 September 2023 and 11 January 2024.

Since the last inspection, two children have moved into the home and three children have left the home. At the time of this inspection, one child was living at the home.

Children's experiences of moving on, and the support they receive, are variable. Two children moved on in a positive way. One child was supported by staff with a reunification plan to move back to his family home, and another child successfully moved into supported accommodation. However, one child did not have a positive ending and moved out in an unplanned way because the registered manager and staff could not keep them safe and protect them from harm.

Planning for children to move to the home, and their experiences of this, has been variable. Managers have worked with children's social workers to support their understanding of children's needs and staff meet with children in advance of them moving. However, assessments of children's needs have not been completed in line with the home's statement of purpose. This has meant that some areas of need for children have not always been fully explored, limiting how effectively managers can consider whether staff have the necessary skills to meet these needs. Following the breakdown of one child's placement, learning was undertaken by managers with the staff team. However, this was not subsequently all put into practice when planning for another child to move to the home.

The support that children receive with their education is varied. Although two children received support and guidance from staff and successfully completed their education, one child does not attend full-time education. The registered manager said that this is because they are in the process of finding a suitable education placement near to the home.

A key strength of the registered manager and staff is the way they support children to spend good-quality time with their families. This ensures that children continue to maintain relationships with those people who are significant to them.

The child currently living in the home said that he is safe and can speak to the staff if he is worried or concerned. Staff ensure that children enjoy a wide range of activities. This supports children's overall development.

Staff support children to attend their routine health appointments. This supports children to have good physical health.

Feedback from professionals was positive. Social workers said that they were happy with the care children receive and that the manager and staff understand the needs of the children.

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

The recording of physical intervention is not in line with regulations. Staff do not consistently record the behaviours that led to a physical intervention and the details of steps taken to avoid this measure. In addition, children and staff do not receive debriefs and the registered manager does not look at ways to minimise or prevent such incidents from happening as part of her management oversight. This means that records do not accurately show why the use of physical intervention is needed.

During one isolated incident, staff did not use physical intervention in a proportionate way. One physical intervention resulted in a child being on the ground and staff continued to use physical intervention on the floor. The registered manager failed to consider the appropriateness of this measure or whether it was in line with the child's behaviour management plan. This does not demonstrate that staff use physical intervention in line with the organisation's internal behaviour management policy.

The safer recruitment and vetting checks carried out by the registered manager require improvement. For example, employment references have not been sought from previous childcare employment, and reasons for leaving and gaps in employment have not been explored. In addition, overseas checks are not always sought. This means that some staff have not undergone the suitable safer recruitment and vetting checks required to care for vulnerable children.

One child shared an allegation of harm, and the registered manager did not capture the actions taken in line with the organisation's internal safeguarding policy. This means that records do not help children to understand what the registered manager and staff did to protect them from harm.

In the main, staff understand the children's risks and behaviours, and the actions they need to take to keep children safe. However, the registered manager does not capture learning following incidents to inform future practice. This means that children's risk and behaviour management plans do not provide staff with up-to-date guidance in keeping children safe.

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

The registered manager is child-focused and wants the best for children. The registered manager is supported by an equally committed staff team and responsible individual, who want to provide children with a better quality of life. However, there are areas of the leadership and management of the home that require improvement.

The registered manager covers shifts in the home. This places additional demand on her time, which limits her effectiveness in carrying out her day-to-day management tasks. The registered manager is aware of this shortfall and has appointed staff to ensure that she is not required to cover shifts.

The registered manager and responsible individual's monitoring of the quality of care requires improvement. The responsible individual has inconsistent management oversight of the quality of care provided to children, staff practice and the registered manager. As a result, the responsible individual's understanding of the action taken by the registered manager when they address shortfalls is limited.

Staff do not receive supervision that promotes their continuous professional development. For example, one staff member received three supervision sessions last year. In addition, the registered manager does not always record when she provides supervision to staff. This demonstrates that management oversight of staff practice is weak.

Staff do not receive practical face-to-face training in how to use physical intervention holds safely. This is because staff undertake online physical intervention training. One staff member completed face-to-face physical intervention training seven years ago. The registered manager has not reassured herself that staff are using physical intervention in a consistent way. In addition, staff and the responsible individual could not confidently explain the organisation's approved model of physical intervention. This does not provide Ofsted with reassurance that staff have received adequate training and understand how to use physical intervention safely.

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, The 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
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff have the experience, qualifications and skills to meet the needs of each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(c)(h)) In particular, the registered person must ensure that management oversight captures learning to inform future practice in relation to the quality of care provided to children and staff practice. This includes staff receiving appropriate training in physical intervention.	31 March 2024
The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure— that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended	31 March 2024

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)) In particular, the registered person must ensure that children's planning records accurately reflect their needs and the support provided to them.	
Restraint in relation to a child must be necessary and proportionate. (Regulation 20 (2)) In particular, the registered person must ensure that staff use physical intervention in line with the organisation's internal behaviour management policy and the child's behaviour management plan.	31 March 2024
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; or 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, if the individual satisfies the requirements in paragraph (3). The requirements are that— 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)(b) (3)(d)) In particular, the registered person must ensure that all staff have undergone safer recruitment and vetting checks.	31 March 2024
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b)) In particular, the registered person must ensure that all staff receive supervision that promotes their learning, reflection and development.	31 March 2024

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— details of the child’s behaviour leading to the use of the measure; a description of the measure and its duration; details of any methods used or steps taken to avoid the need to use the measure; the effectiveness and any consequences of the use of the measure; and 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")— has spoken to the user about the measure; and has signed the record to confirm it is accurate; and 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. (Regulation 35 (3)(a)(ii)(iv)(v)(vii)(b)(i)(ii)(c)) In particular, the registered person must ensure that physical intervention records accurately reflect the use of physical intervention with children.	31 March 2024
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Recommendation

- The registered person should ensure that all care records accurately reflect the care provided to children and the action taken by the registered person relating to safeguarding concerns shared with or received from professionals. In doing so, the registered manager should ensure that all care records accurately reflect the child’s lived experience at the home. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 62, paragraph 14.4)

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: SC356565

Provision sub-type: Children's home

Registered provider: Eagle Children's Home

Responsible individual: Clarence Crosdale

Registered manager: Millicent Vernon

Inspectors

Sam Dulay-Kainth, Social Care Inspector
Dean Wilton, Social Care Inspector

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