

SC490365

Registered provider: Bayis Sheli Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A private limited company with charitable status provides this service. The home's statement of purpose emphasises meeting the needs of Jewish children, in ways which are consistent with their culture and faith. The home provides care to eight disabled children who may have a range of physical and/or learning disabilities and communication difficulties. The home accommodates up to four children under short-break arrangements and up to four children permanently.

Two young people who live at the home are 19 years old. A process to register one floor of the building with the Care Quality Commission as a home for disabled adults is in progress.

The registered manager has been registered since 21 June 2018.

Inspection dates: 29 to 30 August 2018

Overall experiences and progress of children and young people, taking into account	good
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	good
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The children's home provides effective services that meet the requirements for good.

Date of last inspection: 2 January 2018

Overall judgement at last inspection: declined in effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/01/2018	Interim	Declined in effectiveness
22/06/2017	Full	Good
13/09/2016	Full	Requires improvement
22/06/2016	Full	Inadequate

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
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— the Level 3 Diploma for Residential Childcare (England) ("the Level 3 Diploma"); or a qualification which the registered person considers to be equivalent to the Level 3 Diploma. The relevant date is— 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; or in the case of an individual who was working in a care role in a home on 1st April 2014, 1st April 2016. The registered person may defer the relevant date if the individual— does not work, or has not worked, in a care role in a home for a prolonged period; or works, or has worked, in a care role in a home on a part-time basis. (Regulation 32 (4)(a)(b)(5)(a)(b)(6)(a)(b))	01/12/2018
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— confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(c))	01/12/2018

Specifically, the registered person must ensure that the person that they authorise to speak to the child or young person about the use of physical intervention has not themselves been involved in using that physical intervention, and that the children's or young people's views on the use of sanctions and/or physical interventions are recorded.	
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. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the quality of care provided for children; the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. 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"). The registered person must— 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 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. The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1)(2)(a)(b)(c)(3)(4)(a)(b)(5))	01/12/2018

Recommendations

- The registered person should monitor and review the patterns and trends of turnover of staff, whether agency or directly employed, and be able to understand and, where possible, address any negative trends. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.19).

Specifically, the registered person should be effective at maintaining a more stable staff team.

- As set out in regulations 31-33, the registered person is responsible for maintaining good employment practices. They must ensure that recruitment, supervision and performance management of staff is safeguarding children and minimises potential risks to them. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.1).

Specifically, the registered person should ensure that good practices are embedded across all elements of the employment practices.

Inspection judgements

Overall experiences and progress of children and young people: good

The home is making a positive difference to the lives of young people. Young people and their social workers talk positively about the quality of care provided and its impact. One social worker said that the care and support that the young person receives at this home 'makes him the happy young man he is'.

Staff work in close partnership with parents to make sure that young people receive individualised care that meets their needs. Parents consistently provide very positive feedback about the service. One parent talked about the children's home as 'a true home from home'.

Young people have good opportunities to explore their cultural and religious identity in the company of their peers. Practising their faith and feeling a part of the Jewish community brings great joy to them. Leaders, managers and staff make sure that all Jewish holidays are celebrated in line with traditions.

Young people have fun and expand their experiences. The home's excellent facilities include a hydro pool, a sensory room, a soft-play room and playgrounds outside the building. Young people also access a wide range of recreational resources locally, such as parks and farms, and further afield, such as adventure parks and summer camps.

Staff work in effective partnership with a range of other professionals who are involved in young people's lives. They have developed a close working relationship with a local

school. The school's speech and language therapist provided guidance and training to the home's staff to ensure that the young people receive consistent support.

Young people reported that the food in the home is delicious. One young person has progressed from eating via a percutaneous endoscopic gastrostomy feeding process for many years to eating orally. Staff follow the advice from the nutritionists to ensure that the young person is receiving the nutrition she needs.

Young people make progress in developing their communication skills and independence. Some examples of the good progress that they have achieved are graduating at the local school, gaining a better understanding of the personal space of others and being able to initiate communication.

Leaders, managers and staff work closely with the placing authorities to ensure young people's smooth transition to adult-support services. The young people stated that they do not want to move despite being offered placements elsewhere. This is how one young person summed up the reasons for not wanting to leave this children's home: 'I have loads of friends here. I have crazy fun here. I love my manager – she is the best... I would like to stay here where I love it, where I feel I belong.'

How well children and young people are helped and protected: good

The young people who can communicate verbally say that they feel safe. It was clear from the other young people's behaviours and their facial expressions that they are relaxed and comfortable in the home.

Parents have confidence that their children are safely cared for and receive good help and protection. Parents wrote to the home: 'We are content to leave our daughter with you in the knowledge that she will be safe and well cared for in this fab, bright, modern and frum (following Jewish law) environment.'

High staffing levels and staff's genuinely caring attitudes enhance young people's safety. Staff understand young people's needs and vulnerabilities, and provide them with effective help and protection. The good safeguarding practices result in the absence of serious incidents.

Behaviour management and risk management practices are good overall and subject to continued reflection and learning for the staff team. Managers and staff ensure that the young people's behaviour and risk management plans are implemented consistently and updated when things change. One young person who had two self-harming incidents in July 2018 has made progress in being able to regulate her feelings, emotions and behaviours in more constructive ways.

The records of incidents show that the staff members used physical interventions appropriately to protect the young person from harming herself. However, the practice of the same staff members when debriefing the young person afterwards did not give

the young person the best chance to raise any concerns. Although this particular young person talks with the registered manager on a daily basis about her experiences, the records of her views on the use of physical interventions and sanctions are not recorded consistently or clearly in the format required.

Staff listen to young people and take appropriate actions to address any concerns that they raise. The registered manager ensures that any allegations made against staff or concerns about staff practices are shared with the local authority's designated safeguarding lead and investigated thoroughly under their direction. The local safeguarding lead said that the managers are transparent and that she was impressed by their responses to the issues that were brought to her attention.

Regular health and safety checks and security arrangements ensure that the building remains safe and secure. Fire safety is good. The arrangements for storage, administration, disposal and record-keeping of medication are safe and protect young people's health.

The effectiveness of leaders and managers: good

All aspects of the service are managed effectively and efficiently. The leaders, managers and staff ensure that all decisions are made in the best interest of young people. Young people receive good quality care, have positive experiences, remain safe and make good progress across many areas of their lives.

The registered manager has introduced more structures and procedures to the service and, in particular, has strengthened the record-keeping in the home. However, more improvement is needed to evidence that good management practices have been embedded. This relates to the quality of records regarding staff's recruitment, induction, supervision and appraisals, including the probationary review of their performance.

In addition to the change of the registered manager, there have been many changes to the staff team. Since the last full inspection, 10 new staff have started working at the home. The remaining team of core staff has ensured that there has been no observable negative impact of these changes on young people.

Leaders and managers are taking actions to promote team cohesion. They organised a staff party to thank the entire staff team for their hard work, dedication and commitment to the young people and the home. They also introduced a rewards scheme for the staff team, and one young person is contributing to the employee-of-the-month posters.

Staff have good access to a wide range of training opportunities that help them to develop further their skills and knowledge. However, 11 staff members who should have qualified by now are still working towards obtaining the appropriate qualification.

The registered manager has tightened up the monitoring of records and introduced monthly monitoring reports. The reports show that the young people have continued to

make progress and the home has continued to improve. However, Ofsted has not received the provider's report on the six-monthly review of the quality of care for the period September 2017 to February 2018.

The home benefits immensely from robust independent scrutiny. The consultants' monthly monitoring visits have helped the leaders and managers to identify any weaknesses and issues, and address them swiftly. In the light of the recent changes and challenges, and the pending registration with the Care Quality Commission, the leaders and managers have made a prudent decision to focus on stabilising the service rather than on admitting new children and young people to the home for the time being.

The leaders and managers actively seek scrutiny from experts and follow their advice and recommendations to improve the service. In addition to the excellent monthly independent visits, the company has recently commissioned an independent safeguarding audit and involved an external organisation to provide advice on employment law.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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 whom it is trying to help, protect and look after.

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: SC490365

Provision sub-type: Children's home

Registered provider: Bayis Sheli Limited

Registered provider address: New Burlington House, 1075 Finchley Road, London NW11 0PU

Responsible individual: Jacob Sorotzkin

Registered manager: Shilpi Bhatia

Inspector

Seka Graovac, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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