

Children's homes – Interim inspection

Inspection date	23/02/2017
Unique reference number	1249031
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Embrace New Horizon Centre Limited
Registered provider address	2 Parklands Business Park, Rednal, Birmingham B45 9PZ

Responsible individual	Amanda Morgan-Taylor
Registered manager	Timothy Snelling
Inspector	Karen Willson

Inspection date	23/02/2017
Previous inspection judgement	N/A
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection This home has not yet had a full inspection. At this interim inspection, Ofsted judges that it has sustained effectiveness. The home was re-registered in December 2016. This has not impacted on the day-to-day running of the home. Under its previous registration, the home was judged by Ofsted as requires improvement. The home now has a suitably qualified and experienced registered manager who has been in post since October 2016. Prior to his appointment, there had been a considerable period of instability and uncertainty for young people who have complex needs living in the home. While senior managers had oversight of the home, a lack of day-to-day leadership contributed to a challenging period for the staff team and impacted on young people's progress. There have been a number of changes in personnel, with an ongoing recruitment process to ensure that sufficient and experienced staff are in place prior to further admissions. The registered manager has clearly identified the previous shortfalls in the review of the quality of care report and is working towards addressing them. The home closed for a period to allow refurbishment of the physical environment. During this time, staff undertook training to improve their understanding and practice, including person-centred planning, and to develop consistency as an evolving team. There is a plan of action to ensure that staff have a clear understanding of their roles and responsibilities to deliver care that reflects the home's statement of purpose. The registered manager ensures that supervision takes place in line with company policy. Before his appointment, significant delays between supervision meetings resulted in a lack of recorded oversight of practice. There is now appropriate managerial oversight of the running of the home. Two young people have been discharged from the home since the last inspection. One has made a planned and successful move to foster care, with a six-week period of transition. The home worked in partnership to facilitate a gradual and smooth move to a family environment. Another young person's discharge was not planned. Due to his ongoing heightened anxieties and challenging presentation, the home felt unable to meet his needs until he transitioned to adult services, in accordance with his care plan. The home endeavoured to support the young person to understand his life experiences and consequences of his behaviour. However, this was unsuccessful in preventing the disruption of his placement. It is	

positive that he was able to move to residential provision at his school, which provided some continuity. The team did take the opportunity to reflect on this unplanned move as a group, and further learning was shared after the move.

There has been one new admission from another of the organisation's homes. Staff were able to work with the child prior to his move to develop relationships and understanding of his needs, which has provided valuable insight in the absence of placing authority's relevant plans. He was able to visit the home before moving in and chose his bedroom during one of his visits. The home therefore promoted a positive admission for the child, and the arrangements match the social worker's and independent reviewing officer's request for a safe and stable placement. The registered manager is mindful of the need for careful matching of any future admissions to the home, and the need for a period to allow the child to settle into a routine.

Since his admission, the home has encouraged the child to try a broader range of foods. Staff have shared previously unknown information regarding allergies with health and other relevant professionals. The child has enjoyed a range of activities with staff, such as going to the circus and 'crabbing' at a local beach, as well as appropriate computer games at home. He showed the inspector the toy he bought while at the circus, and appeared happy and relaxed in the presence of staff. He informed the inspector that he liked the staff and enjoyed living at the home. Staff are providing nurturing care, boundaries and routines. He now enjoys playing with toys during his daily baths. He is able to remain at the same school, and the home will be meeting with education professionals to develop consistent behavioural management strategies across the home and school environments. The child is able to enjoy a range of new experiences to support his development and broaden his interests. As a result, stability is promoted to support him to settle, feel safe and make progress.

The home has established relationships with other agencies to support the holistic needs of children who live at the home. Due to a delay in the host authority being notified of the child moving into the area by his social worker, there has been some delay in accessing specialist services to support his needs. Circumstances have been further complicated as a result of the child living in a number of different local authority areas. However, the registered manager has contingency plans in place, should there be further delays in accessing support from the child and adolescent mental health services. Records demonstrate regular communication with the child's social worker to progress care planning, to share information and to request the required relevant plans. The child has highly complex needs resulting from past trauma, in addition to his health and learning needs, which require staff caring for him to have specialist knowledge and skills. A requirement is made at this inspection to ensure that staff receive appropriate training to equip them to provide the necessary support.

Children have not gone missing from the home, and this is due to the responsibly high level of staffing. Safeguarding concerns, including allegations and disclosures,

are promptly and appropriately notified to relevant agencies. However, Ofsted was not notified of an incident of self-harm. The registered manager acknowledged in discussion with the inspector, that the circumstances of the event represented a significant change in the young person's behaviour. Clear risk assessments are in place for the child currently living at the home, and records are updated to reflect any incidents that occur. His social worker is updated weekly on progress to reflect any significant events. Physical intervention is used as a last resort to protect the child or others. Records are generally clear and detailed but do not consistently record the child's view or whether he has declined to discuss what has happened. Some entries have been altered but have not been initialled by the author. The home is experiencing some success in reducing the frequency of physical intervention by offering 'group hugs'. Use of sanctions is minimal, and this reflects the level of understanding of children living at the home. Medication records for one young person do not accurately reflect when medication has been spoiled and further medication has been administered, and this results in inaccurate entries for stock figures. The manager is seeking to introduce an improved recording system to reduce errors.

Six requirements were made at the last inspection. A manager has now been appointed who has gained an understanding of the quality of care provided in the home. Staff sought external support for one young person with respect to his sexual development. However, the agency provided no feedback, which limited the team's ability to provide positive and consistent reinforcement. Prior to their discharge, some progress was made to improve positive relationships and individualised experiences for the young people who were living at the home at the time of the last inspection. The home therefore demonstrated progress made against the previous requirements.

Information about this children's home

The home is registered to provide care and accommodation for up to three young people who may have learning disabilities. It is owned and managed by a private provider.

Recent inspection history

This is the home's first inspection since re-registration.

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
13: The leadership and management standard The leadership and management standard requires the registered person to— (2)(a) 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. In particular, ensure that there is appropriate leadership in the absence of a permanent registered manager. (c) ensure that staff have the experience, qualifications and skills to meet the needs of each child. Specifically, staff should receive training in relation to attachment, the impact of past trauma and sexualised behaviour.	24/04/2017
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))	24/03/2017
The registered person must ensure that all employees receive practice-related supervision by a person with appropriate experience. In particular, the registered person should ensure that supervision is provided in the absence of a permanent registered manager. (Regulation 33(4)(b))	31/03/2017
Within 5 days of the use of a measure of control, discipline or restraint in relation to a child in the home, the registered person must ensure that they or the authorised person add to the record confirmation that they have spoken to the child about the measure. (Regulation 35(3)(c))	24/03/2017

Recommendations

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

- Regulation 40(4)(e) requires the registered person to notify Ofsted and other relevant persons if there is an incident relating to the protection, safeguarding or welfare of a child living in the home which the registered person considers to be

serious. ('Guide to the children's homes regulations including the quality standards', page 63, paragraph 14.10)

What the inspection judgements mean

At the interim inspection, we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the 'Inspection of children's homes: framework for inspection'.

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 focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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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