

Children's homes inspection – Full

Inspection date	7 June 2016
Unique reference number	SC005041
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Daisybrook Limited
Registered provider address	5th Floor, Metropolitan House, 3 Darkes Lane, Potters Bar, Hertfordshire EN6 1AG

Responsible individual	Mark O'Donnell
Registered manager	Ann Pritchard
Inspector	Michelle Spruce

Inspection date	7 June 2016
Previous inspection judgement	Sustained effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Good

SC005041

Summary of findings

The children's home provision is good because:

- The workforce is skilled and knowledgeable. Staff provide a good continuity of care to young people.
- The manager and staff form excellent relationships with children, young people and their families.
- All young people attend education and are doing well.
- Young people's short-break experiences are fun. They experience a range of activities.
- Communication with external professionals and families is strong.
- Young people are safe and protected from harm or abuse.
- Allegations against staff are managed well. Young people are safeguarded and protected.
- There are excellent working relationships between members of the staff team.
- Young people live in a home that is welcoming and friendly and provides them with a high standard of care.
- Some areas require improvement: staff appraisals, young people's finances, internet resources and documents in regards to special educational needs.

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

Statutory requirements

This section sets out the actions that must be taken so that the registered persons 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 persons must comply within the given timescales.

Requirement	Due date
8. The education standard: In order to meet the education standard, in particular in relation to access to the internet, the registered persons must ensure: (2)(b) that each child has access to appropriate equipment, facilities and resources to support the child's learning. In particular, this is in relation to access to the internet.	1 September 2016
The registered person must ensure that all employees have their performance and fitness to perform their roles appraised at least once every year (Regulation 33(4)(c)).	31 July 2016
The registered person must maintain records for each child, which are kept up to date. This is in relation to the statement of special educational needs (Regulation 36(1)(b)).	31 July 2016
The registered person must maintain the records in schedule 4 and ensure that the records are kept up to date (Regulation 37(2)(a)(b) Schedule 4(7)).	31 July 2016

Full report

Information about this children's home

The home is operated by a private organisation. It is registered to accommodate up to 10 children and young people with a range of disabilities and complex needs. The provision may be for either settled care or short breaks.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10 March 2016	Interim	Sustained effectiveness
14 October 2015	Full	Good
27 March 2015	Interim	Sustained effectiveness
28 January 2015	Full	Good

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Young people have positive experiences while living at the home. The individualised care is carefully delivered in line with their care and health plans. This means that young people get the best experiences tailored to meet their diverse needs. A parent said, 'He has medication during his stay. Lots of medication has to be administered, and my observations are that senior staff are very competent. Complex health needs are dealt with on an individual basis. Staff are also trained in the technical support that keeps her alive.' The internet access is not sufficient to provide young people with access to Wi-Fi. Staff often use their own personal time to download applications at home onto young people's tablets. This restricts young people's opportunities for learning. Relationships are exceptional. Staff really care about the young people. They know them well and understand their preferred communication styles. Even if there is no specific style of communication, staff over time learn how to interpret behaviour, facial expressions and vocal tones that young people use to express themselves. A parent commented in a recent survey and said, 'They are so friendly and helpful. You can tell they really love the children in their care.' Young people that access the service for a short break make friends and have access to peers with similar disabilities to their own. Staff provide a range of activities that enable young people to take part. This means that young people are included in and become part of the community. A parent said, 'He gets so excited when he goes. He's always giving the staff hugs. He loves the sensory room.' Young people's views and wishes are listened to. Staff engage young people in discussions in key-worker meetings. Young people are supported to make requests and to have their say. For example, a young person needed a bigger television. Staff advocated on her behalf and consulted with the manager. This enabled the young person to receive a new television. The progress that young people make is recognised, and staff celebrate their achievements. Following a review of a young person, a report noted, 'He is making excellent progress in placement and appears very happy and settled there. He has good relationships with staff. He has been in very good health recently, probably due to the Ci-pap machine. He is making good progress in his communication and can sing some basic words.' This means that young people make progress regardless of the difficulties that they face. Young people are supported to remain in contact with those who are important to	

them. Staff facilitate contact both in and out of the home. There are suitable vehicles that allow young people to be safely transported by staff to visit friends and family. Visitors to the home are welcomed and made to feel comfortable. This makes contact a relaxed and pleasant experience. Foster parents visiting a young person said, 'We can tell when she is happy by how she responds to staff. There is a lovely atmosphere here.'

Young people attend school regularly. Transport is provided to meet their individual needs. When transport issues arise, the staff work in partnership with local agencies to rectify the situation. For example, a broken wheelchair prevented access to school for one young person. Due to the positive relationships that the staff have formed with the local wheelchair services, a new wheelchair was quickly provided. This meant that the young person returned to school more quickly than anticipated.

Staff promote healthy lifestyles for young people. There is a designated cook who provides a well-balanced diet that meets the individual needs of young people. A staff member said, 'She is doing well now and eats three good meals a day. She did not have food orally before. This is a great improvement.'

The quality of care is exceptional. Staff are dedicated, passionate, and skilled in delivering high-quality care. Young people receive one-to-one care. Additional staff provide extra support, for example, for bathing and hoisting. This means that young people receive bespoke care in a sensitive and respectful manner. Personal care is undertaken with the utmost respect. Doors are closed and privacy is protected. Staff members' knowledge and understanding of how young people communicate allows them to keep young people informed about the care that they are receiving. This keeps young people safe.

	Judgement grade
How well children and young people are helped and protected	Good
Risk management in relation to the health needs of young people is excellent. Young people are safeguarded against injury because there are appropriate arrangements to use equipment necessary for moving and handling safely. Staff are also trained in the use of specialised equipment such as, breathing apparatus, and invasive techniques that assist feeding. This means that young people are cared for safely and competently in line with their health care plans. Medication arrangements are safe. There are robust protocols in place for the administration of emergency rescue medication that may be required following an epileptic seizure. Equipment is routinely checked and monitored to ensure that it is	

fit for purpose. This keeps young people safe.

Young people do not go missing from home. However, risk is still managed well to identify a child if they were to abscond while in the community with staff. Young people are extremely vulnerable. Staff work in partnership with the local community police. This ensures that they are aware of the individual needs of young people living in the home. They are safely protected from harm or abuse because staffing levels are appropriate to the care being received.

Complaints about the home are managed well. The manager investigates any complaint and responds with the outcome, following her investigation. This keeps everyone informed and safe. Allegations against staff are referred to the appropriate agency. Staff work in close partnership with the local safeguarding children's board and the local designated officer, when allegations are made. Staff are well versed and trained in child protection. This keeps young people safe from harm or abuse.

Young people's old clothing is collected and sold. The cash is then kept and later used to purchase activity resources for young people. However, there is no recorded log of the money. This means that young people's finances are vulnerable to abuse. This innovative approach is not promoted due to it not being monitored. Thus, the good work that is being done is lost.

Behaviour is managed well. Staff on occasion have had to use physical intervention as a last resort. Records are maintained in accordance with the regulations. Sanctions are not used. Positive re-enforcement helps to promote behaviour. Staff use praise and reward to acknowledge young people's good behaviour. Behaviour plans are re-enforced between home and school. This helps to maintain a consistent approach.

Information required to be shared following any incident is done so in accordance with regulation. This ensures that any action needed to be taken is done so without delay. This keeps young people safe and protected.

The manager has safely recruited staff since the last full inspection. New staff are subject to a robust vetting process to ensure that all relevant checks are cleared before they begin work. This keeps young people safe from unsuitable candidates having access to them.

The home is well maintained. Regular health and safety monitoring and routine fire drills and equipment checks keep all that live, work and visit the home safe.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
The registered manager is a qualified social worker and has a level 5 diploma in leadership and management in social care. She is an experienced manager who is supported by an equally experienced deputy manager. They work well as a team and have a good level of understanding regarding the needs of the service. The manager is retiring and has recruited a new manager who is preparing to take over the leadership of the home. He, too, is suitably qualified and experienced to undertake the manager role. Most staff are qualified. Those who are unqualified are within regulatory timescales, at present, to obtain their qualification within the two years of starting work. The manager effectively leads a dedicated team that truly has the children's best interests at heart. The manager is a proactive leader who leads by example. Regular communication between the team, the manager, and any other parties ensure that the needs of young people are a priority. Young people's progress, regardless of how small, is recognised. For example, a young person was polite and showed good manners. This was received with lots of verbal praise from the team. Some staff require their annual appraisal, as they are now out of date. Staff receive regular supervision and are trained well in areas of expertise. A staff member said, 'I have supervision on a monthly basis. They show my strengths and weaknesses and how I can improve on them. We have all the appropriate training to keep the young people safe from harm.' The monitoring of the home is provided regularly by an independent visitor. The manager provides a quality-of-care review bi-annually. This ensures that the home continues to improve the quality of care that young people receive. The manager and staff monitor young people's files. However, the monitoring has not identified the shortfall in recording money received from selling young people's clothing. Other records, such as the statement of educational needs, are out of date and have not routinely been chased for an up-to-date one. Relationships between the home and other professionals, parents, carers and social workers are exceptional. Staff have formed positive relationships that have had positive influence when difficulties have arisen. This was particularly demonstrated when a child was without a wheelchair and could not access school. Leaders positively challenge services that are not effective. Due to the challenge made from the manager to the relevant services, the child was able to resume school without further delay. The care is delivered in line with the home's statement of purpose. The manager updates it according to any changes and provides Ofsted with a copy. Staff have a clear understanding of the ethos of the home. This is demonstrated in the care	

that they deliver and the outcomes and the progress made by young people.

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 whom 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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