

Inspection report for children's home

Unique reference number	SC013553
Inspector	Liz Driver
Type of inspection	Full
Provision subtype	Children's home

Registered person	Bramley Care Limited
Registered person address	57 London Road Enfield Middlesex EN2 6SW

Responsible individual	Barbara Sharp
Registered manager	Matthew Keith Wakeling
Date of last inspection	24/02/2014

Inspection date	08/09/2014
------------------------	------------

Previous inspection	satisfactory progress
Enforcement action since last inspection	none

This inspection	
Overall effectiveness	good
Outcomes for children and young people	outstanding
Quality of care	outstanding
Keeping children and young people safe	good
Leadership and management	good

Overall effectiveness

Judgement outcome	good
-------------------	-------------

Young people make excellent progress in this home, particularly in relation to their emotional well-being and safety, restoring positive relationships with families and maximising future life chances. The effectiveness of the well planned personalised care, including therapeutic and other forms of intervention provides a strong basis for young people to progress from this home to a more independence focused home owned by the same registered provider.

Young people are fully involved in the planning of their placements and are very knowledgeable about their care and treatment plans. Young people form excellent relationships with staff and say that staff always listen to their views. They have a significant say in the operation of the home. Young people benefit from effective and high quality support from staff. Young people say staff are fair and know them well.

Young people say they feel safe in the home and respect staff and one another. The setting places a strong emphasis on young people's emotional well-being. Young people feel they belong and are able to express their difficult and challenging feelings.

Parental feedback is positive about how the service has helped change their child's

emotional well-being. 'I have seen a real change in my child's attitude towards people since being at this service' stated a parent. Parents also praise the service and state 'the service is brilliant'.

Staff and young people benefit from a strong management team with a wealth of knowledge and experience of this client group. Newly recruited staff receive support and good role modelling from experienced staff who support the experienced Registered Manager. Managers have good processes for monitoring the service and constantly review these to make changes if necessary, although this is an area for further development.

The two requirements made at the last inspection in February 2014 have been addressed and met. These relate to the recording of physical interventions and notification of significant events. The three recommendations made have also been addressed with staff having completed training on self-harm behaviours; the reviewing of risk assessments following each significant incident and including the details of action taken and the outcome of all notifiable events.

There are many excellent areas of this service. However the management team need to focus on ensuring records are well maintained, especially the safeguarding and child protection log, and that the independent monitoring visitor and the Registered Manager scrutinise these records to highlight gaps. Other areas that need careful consideration are developing the monitoring systems used by the Registered Manager to be more evaluative and to show how the service is improving and to ensure all accidents are entered into the accident log in a timely manner.

Full report

Information about this children's home

The home is privately owned and provides care and accommodation for up to nine boys with emotional and behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/02/2014	Interim	satisfactory progress
05/11/2013	Full	good
20/02/2013	Interim	good progress
12/09/2012	Full	good

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

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 Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

Reg.	Requirement	Due date
16 (2001)	the registered person shall provide for written records to be kept of any allegation of abuse or neglect, and of the action taken in response; in particular ensure records are up to date with action taken and outcomes (Regulation 16 (2) (d))	31/10/2014

Recommendations

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

- ensure there is a written record of all accidents including first aid

administered for each young person and member of staff (NMS 6.15)

- ensure the visits carried out under Regulation 33 include relevant checks of the safeguarding and child protection log to identify any gaps in recording (NMS 21.7)
- further develop the review of the quality of care Regulation 34 reports so they are more evaluative and show how the service is improving. (NMS 21.1)

Inspection judgements

Outcomes for children and young people **outstanding**

This is a service where young people's needs are met. Young people make exceptional progress in addressing previous traumas in their lives. This includes dealing with their difficult thoughts and memories in a more meaningful way. This means they make excellent progress, such as developing emotional resilience and disengaging from self-harming behaviours. A parent said that his son demonstrates none of the behaviours seen in a previous placement.

Young people make excellent progress in education with consistent and high levels of attendance and continually improving achievements. Educational achievement is exceptional taking into account starting points at the time of placement. Young people above school leaving age understand there is an expectation they are in employment, education or training. Staff guide, encourage and support them in their options. Young people engage enthusiastically with the process. This means that young people are using their time wisely to prepare them for adult life and maximise their opportunities.

Young people benefit from an excellent approach to their health needs. Staff encourage and support them to attend routine health appointments and to undertake regular exercise. In addition young people make exceptional progress with some very complex and often dangerous presenting problems. They achieve significant success in addressing their anger, low self-esteem, aggressive and sexualised behaviours and a range of other issues, including mental health problems. Young people have access to therapy alongside academic learning. Young people say this works extremely well in practice. The fact that staff from the home are also in the school on a daily basis provides continuity of care and support at all times of the day. In addition the embedded therapeutic approach ensures young people are able to understand their risk-taking behaviours and work positively towards identifying triggers. As a result there are very few incidents of any type of risk-taking behaviour and progress made by young people is excellent.

Young people make a positive contribution to the home. They are encouraged to participate in young people's meetings which ensure they are actively involved in service development in order to improve the experiences of young people who live in the home. They enjoy engagement in the wider community such as participating in fund raising events and accessing sports and leisure activities as assessed in line with their needs. As a result young people learn the benefits of making a positive contribution to benefit others and are maturing into responsible members of society. Certificates for their contribution are displayed in communal areas. This gives them a sense of pride and team-work.

Young people are fully supported to maintain family contacts subject to any

limitations set out in their care plan, such as supervised contact. Young people's feelings are carefully considered. Their emotional and psychological well-being is promoted to the highest level to make contact a positive experience.

There is a strong focus for young people to be as independent as possible. For example, young people follow a staged independent living programme which enables them to learn budgeting and cooking skills as well as seeking meaningful employment or education. Young people are being well prepared for moving on to the organisation's independence home or into the community.

Quality of care

outstanding

Young people receive highly individualised care that keeps them at the centre of all practice. They develop extremely positive and constructive relationships with the staff. Young people are consistently positive about staff and enjoy their time spent with the staff team. Young people benefit from staff practice that is therapeutic, nurturing and challenging. As a result incidents of challenging behaviour are few and if such an incident occurs it is managed in accordance with individual behaviour management plans. Young people describe their care as being outstanding because 'the staff know what they are doing and work hard to make sure we are safe and that we learn from our mistakes'. Feedback from parents confirmed the 'excellent relationships' young people have with staff and that staff treat young people like 'young men'. Professionals say they are very happy with the placements and the young people have stability of placement until they reach adulthood.

Young people feel that their views, wishes and feelings are actively sought and that they have a voice in the running of the home. This is achieved through regular consultations with the young people, involvement in their placement reviews and in their care planning, key worker sessions, house meetings and one to one therapeutic support. Incorporated in individual care plans are young people's ideas on what areas they currently need support with and what their immediate and longer term goals are. When their wishes cannot be acted upon, they are supported to understand this through group and individual work.

Young people are offered many avenues to voice a concern or complaint with suitable information provided on arrival and around the home for them to access should they wish to. The strong relationships with young people and their families results in very few concerns or complaints and no serious complaints being raised. Young people said they can talk with ease to a variety of adults who are always available if needed, knowing anything they said would be taken seriously.

The organisation has a registered school that young people attend. Young people's educational progress is supported by the education and support staff working very closely together. Attendance levels are 100%. Education is highly valued by the home with young people being given extensive levels of commitment and support

from staff. As a result many young people take their exams a year early.

Young people live in a home that provides a healthy environment where they are able to access the services and support they need to meet their physical, emotional and psychological health needs. They receive carefully planned health care. Staff arrange and facilitate contact with other professionals, such as child and adolescent mental health services, if appropriate. Young people are also supported by staff to access and attend other more routine health appointments such as the dentist and optician. Young people engage enthusiastically with sports such as football, cycling and an on-site gym. A healthy and varied menu is offered which the young people have a voice in choosing. Young people receive safe medication administration from competent and trained staff who ensure all medicines are stored and recorded appropriately. In case of emergency, there are several first aiders on site at all times. A strength of the service is the easy access to mental and emotional health specialists who work closely with staff and managers to ensure consistency of approach to support young people's emotional well-being and consistent responses to unwanted behaviours. As a result young people's health needs are highly met.

Young people enjoy the well maintained home, suitably located and safe environment. They are respectful of the home with little or no damage seen. There are many areas for independent or group interaction that young people use well. Young people have access to independent advocates. Further information on how to access additional advocacy and support services is clearly displayed. Young people challenge bullying and there are excellent anti-bullying procedures in place. Young people feel staff will stop bullying and support them to resolve concerns with individuals either individually or in a group setting.

Young people are cared for in line with their individual placement plans which include all aspects of the specialist interventions they require. Access to therapy benefits young people in coming to terms with their past and helping them prepare for a more positive future. Equality is embedded in practice and young people's personal needs are carefully assessed prior to admission to the home.

Young people make good use of community-based facilities. Access to facilities is risk assessed and meticulously planned with the young people. The robustness of the planning for these activities helps ensure that young people are safe and feel safe in public areas

Keeping children and young people safe good

Young people are clear that the daily structures and routines of the home keep them safe and make them feel safe. This feeling of safety also helps young people focus positively on other support systems, including therapeutic support. Young people are happy with the level of privacy in the home despite the high supervision levels. The use of monitoring systems such as mobile motion and noise sensors and door alarms

gives young people the added reassurance of feeling safe. These systems are only used at night. Procedural guidance is in place regarding the use of these monitoring systems. Their use is known to the young people and their placing authorities and there are appropriate consents in place. Young people are not subject to any deprivation of their liberty.

Staff receive regular safeguarding training. This ensures young people's welfare is actively promoted and they are protected from abuse or harm. Staff are confident in the processes to follow should they be concerned for a young person's safety or welfare and know the home's and local child protection procedures. Policies within the home are proactive and updated in response to lessons learned locally and nationally, including identifying signs of exploitation. Due to the specialised nature of the service, additional policies and staff training aims to highlight specific risk from and to young people. Staff are aware of individual vulnerabilities and work closely to ensure the continued safety of all young people. Investigations into allegations or suspicion of harm are handled quickly and consistently in a way that provides protection for young people. Extremely close working with all child protection agencies ensures correct decisions are made and all agencies are informed in a timely manner. Recording of child protection and safeguarding referrals are in general good, however both internal and external monitoring has failed to ensure in one case that updated information is recorded.

Young people very rarely go missing from care and there are robust measures in place should this happen. Triggers are identified and explored with young people and risk assessments updated to reflect this. Young people confirm that bullying is not tolerated in the home and that they feel protected and safe from any form of bullying behaviours. The kinds of things that trigger unacceptable behaviours are discussed openly with young people in house meetings. This contributes to a culture of openness which young people feel very strongly about. The company's recruitment policy is thorough and ensures young people are protected from harm by robust personnel checks.

Highly individualised positive behaviour plans reward young people through small rewards and certificates. Sanctions are proportionate and young people are encouraged to reflect on their behaviour and consider how future responses could be different. The creative plans ensure that young people rarely require restraint. Staff are suitably trained to physically intervene if necessary and know how and when to intervene.

The home's risk management processes are robust and take into account the range of activities young people are involved in. Young people's personal risk assessments are detailed and are consistent with their care plans. They take into account risk and protective factors for each young person either when they are at home or out in the community.

The general upkeep of the premises and the frequency of routine safety checks

maximises young people's safety and security. Fire safety precautions are routinely checked and all young people have taken part in practice fire evacuation drills so they know what to do in case of an emergency. Any accidents that occur are recorded straight away, however records show one recent accident has been slow to be recorded.

Leadership and management

good

The manager has been registered since 2011 and worked with this specialist client group since 2008. He has suitable qualifications and experience to manage this service. He is currently completing a diploma in leadership and management. He has additional qualifications relating to therapeutic communities. Management and staff know their responsibilities and who they are accountable to. Young people are supported by a small team of staff that has changed since the last inspection. New staff are being supported by the more experienced staff plus the Registered Manager who is an excellent role model communicating high expectations to staff and sustaining improvement. Parental feedback described the staff as 'brilliant'.

The home offers care and accommodation for young people in line with its statement of purpose. The aims and objectives of the home are understood by authorities who place young people in the home. Social workers confirm the service provides 'very good care'. A robust admissions process gives each young person maximum opportunity to succeed in this home and improve their life chances. Placement breakdowns are rare. Young people speak very positively about the usefulness of the children's guide that has been written specifically for them.

New staff receive a comprehensive induction programme and must satisfy the management of their competencies during a probation period. They undertake mandatory and service-specific training which provides them with the skills and knowledge required to meet the needs of the young people in their care. This means that young people are supported by staff who are well trained and up to date on all current practice issues. The home employs other highly qualified and experienced professionals who have a successful track record in their specialism. The close collaborative working ensures that staff and resources are channelled effectively. Consequently staff are highly enthusiastic about their role and the difference their support makes in the lives of the young people.

Staff enjoy working at the service and speak highly of the management team and the support they receive. Daily handovers and regular supervision enables staff to address issues arising and to debrief following any challenging incidents.

The internal monitoring systems are in general good. There is quality assurance in the form of Regulation 33 visits which help to ensure that the home functions in line with its statement of purpose. A recent change to the regulations has seen a change of visitor. Reports show he has not picked up on one safeguarding referral and the

lack of updated information recorded. Internal monitoring by the Registered Manager also failed to identify this error. The systems used by the Registered Manager to monitor the home do not fully provide for how the service is to improve the quality of care and needs to be developed further so it is more evaluative.

The gaps in monitoring of the home are highlighted in this report although they do not pose any direct impact on the care of the young people as this remains high quality. Gaps in record keeping identified in this report refer to one entry and not a pattern of entries.

There are very close working relationship with the placing authorities. This means that social workers and young people are clear about the home's objectives. Social workers confirm the service provides 'very good care' and the staff 'communicate very well' with them.

Records are comprehensive and stored securely. Staff have a good understanding of confidentiality. Records show a young person's journey during their time at this service. The Registered Manager ensures that all significant events are notified to the appropriate authorities, including Ofsted.

What inspection judgements mean

Judgement	Description
Outstanding	A service of exceptional quality that significantly exceeds minimum requirements.
Good	A service of high quality that exceeds minimum requirements.
Adequate	A service that only meets minimum requirements.
Inadequate	A service that does not meet minimum requirements.

Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The 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 relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.