

Children's homes inspection - Full

Inspection date	19 & 20 January 2016
Unique reference number	SC021677
Type of inspection	Full
Provision subtype	Children's Home
Registered person	Vivienne Snape
Registered person address	1484 Ashton Old Road Manchester M11 1HL
Responsible individual	Dr Sean Fitzpatrick
Registered manager	Anthony Garmory
Inspector	Maria McGranaghan

Inspection date	19 & 20 January 2016
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceeds the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care.	
how well children and young people are helped and protected	Good
the impact and effectiveness of leaders and managers	Good

SC021677

Summary of findings

This children's home provision is outstanding because:

- Young people with a history of non-engagement, make and sustain valuable relationships within the home.
- Where young people have previously been involved in criminal behaviour, this is greatly reduced.
- Young people with a history of non-attendance within education now access a range of educational programs and make excellent progress.
- Consultation with young people is very well planned. Young people are eager to engage and voice valuable views and opinions.
- Health care planning is excellent. Collaborative working between the service, young people and health professionals means that all health concerns are exceptionally well addressed.
- Detailed key-work sessions reflect the aims and goals of the service. Young people are keen to identify and review their own placement goals.
- Young people are enabled to play and take part in a range of age appropriate activities. This enables them to meet and form relationships with community peers while becoming fit and healthy.
- Young people with a plan of independent living have clear and routine plans to help them gain confidence and experience. Newly developed programmes assist young people to realise their own potential and this acts as a motivator for all young people.
- The home values the community and this is reflected in the work they do with young people. Regular 'clean up the park' and clothing collections for the homeless takes place. Consequently, young people feel good about their actions because they are replacing anger and aggression with care and concern.
- Education is prioritised and a range of services made available to residents. All young people regularly attend their identified setting and make exceptional progress in relation to their starting points.
- Since the home's last inspection there has been a significant reduction in young people absenting themselves or being reported as missing. This is because young people are more engaged in the routines of the service and have formed excellent relationships with staff.
- Risk assessments are rigorous and routinely updated and reviewed in consultation with young people. Young people develop ownership of their

goals and are keen to show progress.

- Behaviour management systems are tailored to the individual needs of the young people resident. They are highly effective. Young people do not present with the concerns noted in previous residential settings.
- Relationships with external agencies are exceptionally well formed. This means that young people's risks are assessed collectively and managed in a way that reduces risk.
- Internal and external monitoring of the home is highly consistent and provides a detailed analysis of the service provision in the home. Any areas for further development are responded to quickly.
- Staff benefit from excellent training opportunities. This range of targeted training provides staff with the necessary skills and knowledge to undertake work with difficult and complex young people.
- Supervision is consistent and effective. Staff feel exceptionally well supported and are happy and motivated within their work with young people.
- Young people benefit from a small consistent staff team. This is because there is little sickness or staff change. Very strong relationships are formed between young people and staff.
- The manager is consistent in developing the service. Newly developed independence packages, appraisals and homes structure are a sample of the on-going developments within the home.
- Recommendations are made to improve the following areas; non-prescribed medication must include the reason it is being administered; where a window is cracked this must be replaced to ensure the on-going health and safety of all residents and staff and where locks on doors such as the toilet are ill fitting, this should be replaced.

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

Recommendations

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

ensure records of medication being administered include the reason it is given. (The Guide to The Quality Standards page 35 paragraph 7.15)

ensure the home is suitably maintained in accordance with its Statement of Purpose, specifically a damaged window replaced without delay and a

bathroom lock refitted. (The Guide to the Quality Standards, page 17 paragraph 3.23)

Full report

Information about this children's home

The home is run by a private organisation. It provides care and accommodation for up to four young people with emotional and behavioural difficulties and / or learning disabilities.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
26/02/2015	Interim	Sustained effectiveness
16/12/2014	Full	Good
14/02/2014	Interim	Sustained effectiveness
09/10/2013	Full	Good

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people	Outstanding
Young people with a previous history of non-engagement within residential services, form highly effective and trusting relationships with staff. Exceptionally clear and consistent boundaries and routines coupled with a consistent staff group enable young people to feel settled and secure in order to progress. All young people attend school and college. Previous attendance records highlight that young people either did not attend school or attendance was exceptionally low or disrupted by inappropriate behaviours. Where necessary, additional pastoral and curricular support enhances their confidence which in turn supports learning. A young person said, 'I have only been here a week and I am already in college, I am well impressed. The manager and my keyworker visited me before I came to live here and they even visited my dad. This made me feel good about moving in and how they could help me.' Parents and staff play an extremely supportive role in young people's day-to-day education. Where problems have occurred in motivating young people to get ready for school, parents work with the home and on occasion have played an important role in the young people's morning routine. A parent said, 'My child would never attend school so when the staff got him all set up I wanted to support them and my son to do the best they could. It has been brilliant. He is a different boy.' Relationships with parents and family members are firmly established. Young people have consistent supported contact and confirm they are happy with their arrangements. A parent said, 'I can't fault this home they are brilliant. They include me so I feel part of his life. At Christmas they invited me for Christmas dinner.' A social worker said, 'This home don't give up when things become difficult. They have a brilliant attitude and enable some very difficult and complex young people to make progress. I placed my child here because it was recommended by three previous residents.' Staff are completely in tune with all young people. Collectively, staff review their care on a weekly basis and this ensures the right steps are taken to address specific areas of individual plans. Feedback from stake holders is exceptional with comments such as, 'I can't fault this service I wish there were more like them.' And 'This is the best home I have worked with. Where young people had disengaged with education, the	

staff have worked successfully to support them back into the most suitable educational environment.'

Young people are provided with a range of suitable information to help them should they be unhappy. This includes the in-house and local authority complaints procedures, access to advocacy services and independent visitors. All young people confirmed they were very happy in the home and feel they can approach any member of staff should they have any worries or concerns.

Regular activities take place such as golf, twice weekly football matches, go-carting, gym and cycling. Some young people make friends in the community and at school and spend planned free time at friends' houses or in the community. In-house activities also take place. Young people fully engage and enjoy time either as a group or with staff playing board games, arts and crafts and baking. Lots of photographs are displayed around the home and in individual young people's albums showing them taking part and enjoying activities.

Individual care plans are exceptionally detailed, consistently reviewed and well implemented. This means that young people receive bespoke care packages that entirely suit their needs. Young people are now fully involved in the care planning process and this is evidenced by their comments, views and personal goals which they regularly update. Regular key-work sessions take place and include issues such as, sexual health, drug and alcohol, legal highs and independent training. To support sessions, the home works collaboratively with the looked after children's nurse who provides regular training events for staff and young people. The looked after children's nurse said, 'I love coming to this home the staff and young people are so welcoming and are eager to learn. The staff always contact me if there is anything they feel could be a concern and we work together to create learning packages for the residents.' Likewise, all young people have a memory box, photo albums and are developing a young people's journal. This enables them to reflect on their progress to date and also take valuable memories away with them when they move on.

The home has developed excellent links with external services such as, child and adolescent mental health services, education, YOT and the police. This enables young people to develop skills particularly in areas such as, self-management, while also learning about the impact of negative behaviours. Young people routinely engage and say, 'It's just so different here. We are listened to and understood. It makes us all feel good. We can talk about things without feeling like we are bad people.'

Consultation with young people is at the heart of this service. Individual consultation booklets inform practice and help to shape the service provision. Likewise, consultation is regularly used within staff appraisals. Staff say, 'I think it is good to get the young people's views on how we work with them. It can only help the way

we do things and that is positive.'

Young people are helped by staff to begin to develop skills to equip them in their adult life. Activities such as shopping, cooking, menu planning and washing and ironing are a sample of the work undertaken. Furthermore, young people learn in an exceptionally positive environment. The culture created in the home enables young people to take planned risks, fail and succeed with confidence.

Health and well-being is prioritised in the home. All young people have undertaken a full local authority medical and are registered with appropriate practitioners. Personal hygiene and self-image is consistently promoted resulting in young people being proud of their appearance. Regular visits by the looked after children's nurse ensures that each young person is provided with age appropriate information. Young people say, 'She is great we can talk to her about anything.'

Medication is routinely checked and appropriately stored. Homely remedies are available for young people although records do not always state why they are required. Recording the reason why medication is administered will assist managers and staff to recognise potential patterns and trends specifically relating to health. A good practice recommendation is made to address this issue.

	Judgement grade
How well children and young people are helped and protected	Good
From the point of referral young people's history is thoroughly assessed in order to consider compatibility with those already resident in the home. Named keyworkers and management meet with young people and their families prior to admission in order to create a detailed impact assessment. This assessment guides staff in developing individual risk assessments in order to manage known risks. Risk assessments are developed in partnership with multi-agency professionals. Young people are fully involved in the risk management process and build excellent relationships with external safeguarding agencies. It is clear that young people with a previous history of being missing or absent make significant improvements, resulting in a substantial reduction in this and other forms of risk taking behaviours. Young people's safety is prioritised in the home. Staff follow a clear protocol and this is agreed and understood by young people, placing authorities, police and families. A	

parent said, 'I feel my son is safe in this home because the staff do everything they can. What they have done has made a big difference to all our lives.'

Young people are protected from on-line predators. Staff and young people receive up-to-date training on matters of on-line safety including the risks of child sexual exploitation. Electronic equipment is regularly updated to ensure safety measures are not tampered with and remain suitable for young people.

Staff present as excellent role models particularly in problem solving techniques. They make good use of de-escalation approaches to deal with the very rare occurrences of challenging behaviour. As a result, there are only three episodes of physical intervention in the past fourteen months. Where physical intervention is applied, young people and staff are provided with life space interviews and where necessary their individual risk assessments are suitably updated.

Young people are encouraged to demonstrate socially acceptable behaviour and become good citizens within the community. This has proved successful. Young people build good relationships with neighbours and develop respect for those living in the community. For example, young people actively take part in the annual clothing collections for the city centre homeless and assist with community tasks such as the annual community park clean up. Staff say, 'We feel it is important that young people realise there are people less fortunate and that we are all in a position to help in some way. Young people feel good about helping, it makes them feel good about themselves.' Likewise, behaviour management plans are in place and focus on discussions with staff and planned restorative justice. Consequently, young people learn valuable lessons with regard to putting things right and accepting personal responsibility for their actions.

Young people understand how to complain or raise a concern. A young person said, 'I was given a welcome guide and my keyworker took me through everything. If I was unsure I would speak to my parents or social worker.' Young people have access to an independent visitor and this enables them to discuss matters independently of the home.

The home employs a robust recruitment and selection procedure that ensures young people are looked after by staff that are appropriately checked in order to work in the home. Visitors are appropriately vetted and this helps to make sure that young people remain protected while in their home.

The home has been refurbished throughout. All bedrooms are individualised in accordance with the wishes of the young people resident. It offers spacious, clean and modern facilities. However, although damage rarely occurs within the home, it is

important that when it does, it is addressed quickly. For example, a cracked window and badly fitting toilet lock. A recommendation is made to address these matters.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
The Registered Manager has been in post since April 2014. He brings to the role over twenty years' experience as a children's social worker, development manager and Registered Manager. He is suitably qualified holding a Diploma in Social Work and a significant history working with children and young people. He leads a consistent, committed and strong team in the delivery of individualised progressive child care practice. Young people live in a home that is managed in their best interests. The home meets the aims and objectives of the Statement of Purpose, and young people, social workers and families are clear about the service and support the home provides. Internal and external monitoring systems provide the home with a consistent approach to the overall monitoring of care. Detailed information highlights areas for development and the manager's action plan details the methods used to enhance the service. Staff receive a high level of support from the manager. Supervision takes place regularly and serves to identify training needs and personal development targets. An excellent annual training package ensures staff receive up-to-date quality training essential to maintaining the excellent child care practice evident in the home. The manager makes good use of reflective practice, the views of external services and families are taken into account to ensure young people's needs are appropriately met. The home shows the capacity to improve based on the progress the young people have made to date. The manager and staff demonstrate a strong commitment to delivering good child centred practice tailored to the individual and personal needs of young people. The effectiveness of this approach is measurable in the progress young people make, particularly in education and positive social integration. The home employs a strong and committed staff team with the majority qualified at	

NVQ level three with two enrolled on this course. The training of staff at this level ensures that they are suitably qualified in the care and management of young people. Young people's records are appropriately stored and regularly updated, in order to capture the true essence of young people's lives at any given time.

Staff receive a full and detailed induction including the attendance of all mandatory training. Additional specific training is provided in the home and is also offered to young people with specific regard to gang culture and crime. Staff are extremely proactive. For example, where an initial needs lead assessment identifies areas for development for young people, managers and staff commission professional assistance to work with young people.

Leaders and managers ensure that all referrals to the home are suitably assessed for compatibility. Evidence of impact assessment leading to decisions not to place, demonstrates a clear commitment to the young people already placed.

The statement of purpose is routinely reviewed and updated where necessary and a copy forwarded to Ofsted in accordance with regulation.

Managers and staff routinely notify Ofsted, placing authorities, parents and community police of any concern or event involving a child in accordance with Regulation 40. Immediate action is taken to reduce risks including where necessary, additional staffing. The home places the needs of the young people at the forefront of their practice and this is evidenced in the excellent progress they make.

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 looked after children 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 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 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 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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