

Children's homes inspection - Full

Inspection date	18/05/2015
Unique reference number	SC028505
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	Mrs Barbara Sharp
Registered manager	Mr Mark Riglar
Inspector	Mr Chris Peel

Inspection date	18/05/2015
Previous inspection judgement	Improved effectiveness at Interim; Good at Full
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	Requires Improvement

SC028505

Summary of findings

The children's home provision is good because:

- Young people make very good progress with regard to lowering their risk of re-offending.
- They also achieve levels of independence skills that prepare them well for moving out of care and they are successful in attaining personal goals.
- An environment is created in which young people mature and 'step up' to the expectations of a semi-independent home.
- Staff are adept at managing difficult situations to avoid problems arising and at helping young people to appreciate why behaviour is not acceptable, resulting in there being very few sanctions and low rates of physical interventions.
- There is an effective rewards system that re-enforces acceptable behaviour.
- In the main, assessments used in the home are thorough and provide a helpful overview of the young person's progress, current plans and aims.
- Relationships between young people and established staff allow for boys to raise sensitive issues with confidence that it will only be shared as needed, which is essential in the work undertaken.
- Very good relationships have been built up with placing authorities and (where involved) with families, all of whom have a very high regard for the work done.

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 with the given timescales.

Requirement	Due date
In order to engage with the wider system to ensure children's needs are met the registered person must ensure that staff: challenge the placing authority to ensure that each child's needs are met and in particular, request independent interviews for a young person who has been missing from care. (Regulation 5 (c))	30 June 2015
The registered person must ensure that the home is conducted in a manner consistent with its statement of purpose and particular, provide Post Therapy Assessments for all young people who leave the home. (Regulation 16 (5))	30 June 2015
In order to meet the leadership and management standard the registered person is required to: use monitoring and review systems to make continuous improvements in the quality of care provided, and in particular, have a clear plan for how care of young people will be enhanced. (Regulation 13 (2)(h))	30 June 2015
The registered person must ensure full information is available for recruits including a written explanation of any gaps in employment. (Regulation 32 (1)(d))	30 June 2015

The registered person must ensure that full information is available in relation to staff recruited in respect of each matter in Schedule 2, specifically explanation of gaps in employment history. (Regulation 32 (2)(d))

{an asterisk is added in the table above where Compliance = 'Y'}

* These requirements are subject to statutory requirement notice.

Recommendations

To improve the quality and standards of care further the service should take account

of the following recommendation(s):

ensure all staff are aware of the need to speak to young people empathetically
(Guide to the Children's Homes Regulations 8.13)

encourage young people to contribute their views regarding sanctions and physical interventions (Guide to the Children's Homes Regulations 11.19)

compile risk assessments and placement plans for young people transferring from other homes run by the provider (Guide to the Children's Homes Regulations 9.5)

keep a record of administration of medicine that includes a signature of the person administering and an explanation of why it is not given when this is the case
(Guide to the Children's Homes Regulations 7.15)

ensure that records of control, discipline and restraint should be kept that include a description, date, time and location of the use of the measure (Guide to the Children's Homes Regulations 9.59)

The home should decide the maximum safe level for hot water and what action should be taken if it is exceeded (Guide to the Children's Homes Regulations 3.9)

keep a record of supervision that evidences that it is being regularly provided
(Guide to the Children's Homes Regulations 13.3)

follow statutory guidance on children who run away or go missing from care
(Guide to the Children's Homes Regulations 9.25)

Full report

Information about this children's home

The home is registered to accommodate four young males. The home is privately owned and is one of four children's homes run by the service provider. The home is a semi-independent provision that offers a service to young men who may display emotional and behavioural difficulties. All young people have access to the organisation's specialist therapeutic service and education establishment.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/01/2015	Interim	improved effectiveness
05/06/2014	Full	good
17/03/2014	Interim	good progress
12/11/2013	Full	good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Three of the four young people resident in the home are making very good progress therapeutically; in gaining skills and confidence for independence; achieving in education and training; and attaining personal goals, such as passing a driving test. The fourth has not been long in the home, but progress has been documented for the time he was placed in a home run by the same organisation. The 'grown up, more settled' atmosphere of the home described by the young people allows them to accept greater responsibilities and 'step up' to the expectations of a semi-independent home. Young people have an appreciation of the progress they are making therapeutically and are realistic about the changes that have been made, rather than believing their difficulties have 'magically' disappeared. Professionals spoke of the changes young people have made since arriving at the home, including understanding emotions, managing anxieties, no longer self-harming and engagement in activities and hobbies 'not thought of before'. One social worker said the home is 'giving the best possible chance to [young person] for his future', adding that his 'educational achievement has increased far further than I had hoped'. There is a tension in twin aims of helping a young person become more independent and of ensuring he does not put others at risk in the community. Restrictions placed on freedoms such as time unsupervised or visiting friends has, in part at least, led to young people leaving before staff feel they are ready to. Others involved in their care, though, are generally agreed that the management of this is good. There are plans to improve the fabric of the home that will give the opportunity for two young people to be on a full independence programme (rather than the current one). Urgent repairs are completed quickly. There are few sanctions and the staff are adept at managing difficult situations to avoid problems arising and at helping the young person to appreciate why behaviour is not acceptable. Young people believe sanctions that are imposed are fair. The manager meets with any young person who has been subject to a sanction or physical intervention and records their views. Although invited they rarely comment directly in logs and only occasionally sign them; an expectation that young people will contribute their thoughts and is valued (as is the case in other areas such as house meetings) should be cultivated.	

Young people feel they are listened to, their views taken on board and changes made as a result. There have been a number of changes to the staff team but use of workers from within the organisation known to the young people have ameliorated the effect on them.

Someone involved in the care of one of the young people had witnessed him being spoken to in a way that lacked empathy and this requires following up.

All the young people currently living at the home are placed out of area. Strong relationships with social workers and others as well as support of contact with family (where it is part of the placement plan) have reduced the impact of this. Independent visitors are offered, but not always taken up.

	Judgement grade
How well children and young people are helped and protected	Good
Whilst placement plans and assessments for the young people are of a high standard when living here processes can fall down when transitioning into or out of the home. Plans and assessments conducted in previous placements are not reviewed either immediately before moving or soon after, meaning that they do not include aims, actions, etc. for the current one. In addition full assessments post placement are not routinely completed (as the Statement of Purpose states they are) so do not give the home, placing authorities or the young person a clear view of overall progress or effectiveness of work undertaken. The lack of a formal review on admission has allowed, on one occasion, a risk assessment requiring action six months previously (the fitting of window restrictors) not to be reconsidered on admission. However, managers, staff and young people all do have a good understanding of the aims of the placement and are working towards them and once drawn up plans and assessments, are thorough documents. Intensive therapy, individual and group, provides considerable opportunity for young people to address the issues for which they have been referred. Relationships with staff, both in the home and elsewhere, are sufficiently strong for them to raise difficult issues with the confidence that they will be dealt with sensitively. One young man gave an example of being able to tell a member of staff of increased arousal in a community setting and being helped to withdraw from the situation. In addition, therapy is offered where appropriate to the families of the young people; a parent described how the 'family therapist made us feel very comfortable, we were able say what we needed to and it had a huge impact on	

[young person] for the good'. She also commented that the home is 'a most wonderful place, although staff have changed'.

Few young people have regular contact with family, but it is supported well where possible, as is attested by the same parent and her son.

The number of young people going missing from care is small. Good relationships with police ensure these are managed well, although no independent return home interviews were held. Training is planned for the staff team in child sexual exploitation.

According to the home's records hot water temperatures can reach 66.3 degrees; although this could cause scolding or burns the age and ability of young people currently resident means they are able to avoid such harm. This may not always be the case though and managers should decide what is a safe temperature and action to be taken if it is exceeded.

Young people (and a member of staff) from the home were involved in a road traffic accident, in which injuries were sustained. The care and support given to them has been tailored to each individual's needs and helped each recover well.

One young person commented that 'no one has kicked off since I've been here' and they all generally appreciate the consistent boundaries in place and the staff's ability to manage unacceptable behaviour. One social worker observed that 'flash points are addressed in a very good fashion' and behaviour displayed by one young person 'reinforced the correct position that he understood completely - because they knew him well they were able to pick the right sanction to address it.' Recruitment practice is generally satisfactory, but it was noted that files do not demonstrate that a lack of continuous employment history is investigated in every case.

	Judgement grade
The impact and effectiveness of leaders and managers	Requires Improvement
The needs of young people are well met by managers and staff, as demonstrated from the progress they are making and the high regard professionals have for the work being undertaken. The home's strengths and weaknesses are known to the manager but there is no clearly articulated plan to make continuous improvements in the quality of care offered, other than the fabric of the home is concerned. Increased rigour is required to address those matters the Statement of Purpose says will be undertaken which are not yet consistently implemented, such as a	

thorough review for young people who have left the home.

Files for the young people are well maintained, with sufficient detail to evidence the work being undertaken, issues that have arisen and how they have been addressed. The same standard needs to be achieved in the logs maintained to fulfil statutory obligations and to have an overview of how the home is functioning. There are instances of entries being missed, not dated or signed, and these should be eliminated.

Records of supervision are not robust. Although retraining had already been booked by the time of the inspection the first aid qualifications of some staff had lapsed. As a result some shifts did not have someone recognised as a first aider present.

Relationships with young people's families, local authorities, education providers and the police are particularly good. These help to ensure the impact of the work undertaken by the home is supported and continued beyond its walls.

There is evidence that where placing authorities do not supply relevant plans in a timely fashion they are chased. To further the home's role to challenge poor practice the Registered Manager should familiarise himself with statutory guidance regarding missing from care and request return to home interviews, working cooperatively with local authorities to ensure they are conducted.

The home is largely achieving its aims and objectives as set out in the statement of purpose but to become an 'outstanding' provider managers should strive for continuous progress in the care offered and ensure rigorous monitoring systems are employed to this end.

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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