

## Children's homes inspection – Full

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|------------------------------------|-------------------------------------------------------|
| <b>Inspection date</b>             | <b>19/07/2016</b>                                     |
| <b>Unique reference number</b>     | <b>SC028505</b>                                       |
| <b>Type of inspection</b>          | <b>Full</b>                                           |
| <b>Provision subtype</b>           | <b>Children's home</b>                                |
| <b>Registered provider</b>         | <b>Bramley Care Limited</b>                           |
| <b>Registered provider address</b> | <b>57 London Road, Enfield,<br/>Middlesex EN2 6SW</b> |

|                               |                      |
|-------------------------------|----------------------|
| <b>Responsible individual</b> | <b>Barbara Sharp</b> |
| <b>Registered manager</b>     | <b>Mark Riglar</b>   |
| <b>Inspector</b>              | <b>Chris Peel</b>    |

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|-------------------------------------------------------------------------------------------------|-------------------------------|
| <b>Inspection date</b>                                                                          | <b>19/07/2016</b>             |
| <b>Previous inspection judgement</b>                                                            | <b>Improved effectiveness</b> |
| <b>Enforcement action since last inspection</b>                                                 | <b>None</b>                   |
| <b>This inspection</b>                                                                          |                               |
| <b>The overall experiences and progress of children and young people living in the home are</b> | <b>Good</b>                   |
| The children's home provides effective services that meet the requirements for good.            |                               |
| <b>How well children and young people are helped and protected</b>                              | <b>Outstanding</b>            |
| <b>The impact and effectiveness of leaders and managers</b>                                     | <b>Good</b>                   |

**SC028505**

## **Summary of findings**

### **The children's home provision is good because:**

- The home is set up to provide young people who have lived in one of the provider's other homes the opportunity to focus on preparing for their independence. The manager and staff are successful in helping them transition into life in the wider community, often working very effectively with other organisations to achieve this.
- Their approach is unhurried, taking steps towards independence based on careful, multidisciplinary assessments that take in the views of the young person, placing authorities and family members, as appropriate.
- For most, progress is strong across a range of areas, including reducing the risk of reoffending, independence skills, personal care, social interactions and educational attainment. As a result, young people's aspirations are higher, with realistic opportunities for attending university and/or successful careers in their chosen fields.
- For some, progress is slower or has stalled, but every effort is made to assist them in developing skills at their own pace. Placements are maintained as long as appropriate to allow this to be done in the safe environment provided. One young person commented that a particular member of staff 'says he will keep helping me regardless' and, as a result, 'I want to be helped and not just pretend.'
- The staff of the home and others in the organisation are adept at encouraging, challenging and advocating for young people, all with the aim of increasing their life chances. One professional said: 'I have nothing but respect for these staff. There is no blurring of boundaries, there is mutual respect but they are not friends. Everything is up front.'
- Generally, young people take on the home's values and understand the reasons why some behaviours are unhelpful to community life. They appreciate having greater opportunities as a result of risks being lower, and they mature as a result.
- The manager and staff are highly motivated to help young people to overcome past experiences and find better ways of managing their responses to them. As one young person commented: 'They don't just come to do their job; they want to see us transformed as people, even the agency staff they bring in.'
- The home is in a favourable environment for the work, which is a rural setting but relatively close to facilities. The manager has developed effective relationships with other agencies, especially colleges and providers of support and accommodation for adults, that enable young people to make the most of

these facilities.

## 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   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>The leadership management standard</b><br>13.—(2) The standard requires the registered person to—<br>(g) demonstrate that practice in the home is informed and improved by taking into account and acting on—<br>(i) research and developments in relation to the ways in which the needs of children are best met; and<br>(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home. | 31/08/2016 |
| <b>The statement of purpose standard</b><br>16. —(3) The registered person must—<br>(b) notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision.                                                                                                                                                                                                                                               | 31/08/2016 |
| <b>The independent person: visits and reports standard</b><br>44. —(2) When the independent person is carrying out a visit, the registered person must help the independent person—<br>(b) to inspect such of the home's records (except for a child's case records, unless the child and the child's placing authority consent) as the independent person requires.                                                                             | 31/08/2016 |

## Recommendations

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

- Staff should understand the importance of careful, objective and clear recording. Staff should record information on individual children in a way that will be helpful to the child. ('Guide to the children's homes regulations including the quality standards', page 62 paragraph 14.4)
- As set out in 'Working together', all organisations that work with children should ensure that their policies for safeguarding and promoting the welfare of children and young people are compatible with Local Safeguarding Children Board (LSCB) policies and procedures that relate to sexual exploitation. ('Safeguarding children and young people from sexual exploitation', page 28, paragraphs 4.24 and 25)

## Full report

### Information about this children's home

The home is registered to accommodate four young people. 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 with 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   |
|-----------------|-----------------|------------------------|
| 29/10/2015      | Interim         | Improved effectiveness |
| 18/05/2015      | Full            | Good                   |
| 05/01/2015      | Interim         | Improved effectiveness |
| 05/06/2014      | Full            | Good                   |

## Inspection judgements

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| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Good</b>     |
| <p>The home is one of four owned by the provider and has the specific role of preparing young people for independent living. A programme devised by the manager is worked through that enables each young person to acquire a wide range of skills and knowledge. One professional commented that she regards the programme so highly that she uses it with other clients too. Each young person takes a turn to cook for the others and is responsible for their own laundry and for keeping rooms clean.</p> <p>The majority of young people who have completed the programme feel confident and well equipped to manage in their own accommodation. One, due to leave in a few months, said: 'I feel very ready. I will miss the support living on my own, but I will keep in contact to talk to someone I trust.' This exemplifies the contribution that the manager and staff make to the experiences of young people, who have access to adults who are committed to their well-being and who are often the first people to go to for advice and help.</p> <p>Professionals spoke about how careful preparation is put in place to ready young people who are moving out of the home, and that the organisation 'does not hold onto them' but offers the appropriate support for them to take this step.</p> <p>Some young people show a remarkable ability to reflect on their own progress; one commented: 'I wasn't able to recognise my emotions or put myself across when I first came. Therapy and being here has helped me to put across what I think without putting others down or having a go. Now I know how to manage myself around college, technology and other people.'</p> <p>Gradually, young people gain greater freedoms and privileges as they demonstrate their ability to manage without supervision, use public transport or have a smart phone. If mistakes are made, 'staff are onto it immediately', as one professional said, adding, 'they are dealt with sensitively but there are no holds barred in therapy and when things happen, they are addressed.'</p> <p>Staff work with the provider's own school and with local colleges to ensure that young people access courses pitched at an appropriate level so that each is able to achieve in education. This support ranges from staff working in college classrooms, providing specialist tutors and tailoring specific work-experience programmes. As a result, some young people have achieved excellent GCSE results and are contemplating options for further education. Others do not show the same aptitude but are supported to maintain their attendance.</p> |                 |

Family members and professionals are impressed with the progress young people are making. One thought that this is 'greatly assisted by the continuity of key staff in the organisation', such as the headteacher, therapist and the home's manager. This is undoubtedly a factor in building up trusting relationships and enables newer staff to be introduced to the work and ethos of the organisation by experienced hands.

The home has a very pleasant atmosphere, helped by the natural surroundings and well-maintained internal décor and furnishings. Some bedrooms are a little small but have adequate storage, and the occupants say that they would rather be here than any other children's home.

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| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Outstanding</b> |
| <p>The home is set up to assist young people who need help to manage traumatic experiences and who have developed maladaptive way of coping that include behaviours harmful to others and to themselves. A combination of intensive therapy, specialist education and nurturing care has helped all current residents to make progress in addressing these issues. For the majority, this is substantial, even life changing. The opportunities open to these young people are far greater in terms of education, employment and forming close relationships than they would otherwise have been.</p> <p>For some, the rate of progress means that they are not ready to live in the wider community when they reach adulthood and the home continues where possible to provide a placement beyond the age of 18. The manager and staff are strongly committed to ensuring that young people are prepared for living in the wider community and have the best opportunities to be supported even after they leave the home. This includes identifying not just the most appropriate providers for young people to move on to, but the best staff within those organisations (based on the manager's experience) to work with them.</p> <p>The balance between the need to supervise young people because of risk and their increasing desire for autonomy and preparation for independent living is a delicate and most important one. It is a judgement the provider is extremely adept at making. Sophisticated assessments, the pooling of experience within the organisation and collaboration with other professionals (even if all are not in agreement) enable sound decisions to be made. Although not risk averse, these decisions are safe.</p> <p>The manager and staff have the requisite knowledge and skills in safeguarding and knowledge of the particular issues faced by young people placed in the home to</p> |                    |

ensure that difficult situations are managed well. As a result, there are few incidents of physical intervention, young people going missing or sanctions being imposed. Staff are clear about the procedures to follow in the event of any of the above occurring, or if safeguarding issues arise.

The level of supervision and intensive work around risk mean that most young people are alert to the potential of sexual exploitation and have the ability to avoid such dangers. The home's policy on child sexual exploitation has insufficient guidance for staff (for example, if they are suspicious that a young person is being groomed), but staff training and awareness mean that this has not adversely impacted on practice.

The relationships between young people and those who care for them are extremely positive. Young people all confirmed that they can talk to and trust members of staff. If they have concerns, they prefer to speak to someone rather than make a formal complaint. Two young people independently told the inspector about the process they would follow: 'I would speak to the staff about it first, but if that didn't work, I would speak to the manager; if that didn't sort it or it was about him, I would go to the senior house manager. If it still wasn't resolved, I would see the head of care and if she didn't sort it, I would speak to the directors.' Each person in the chain was named and it was evident that the young people knew that they could approach every one of them and be heard.

These relationships, with staff in the home and elsewhere in the organisation, enable difficult issues to be addressed honestly but sensitively, helping young people to become increasingly safe. Discussions about issues such as social media ensure that young people are not only aware of strategies to keep safe, but have a thorough understanding of the risks so that they are motivated to practise these strategies.

Wherever possible, staff promote contact with family and others who are important to young people. This includes providing transport, hosting visits and supervising when required. Family members commented on how the manager and staff work with them to promote the interests of young people, providing appropriate information and involvement in decision making. One said of the manager: 'He will not stint and is very generous with his time.'

Another parent spoke of the enormous strides her son has made, and said: 'My son has grown into an amazing young man and that is thanks to the work done by [the provider] and over the last year or so at this home.'



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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Good</b>     |
| <p>The manager has addressed issues regarding the monitoring and recording of logs that provide an overview of how the home is running. Entries are timely, signed and dated with no gaps identified. Currently, sanctions imposed by the manager or physical interventions that involve the manager are not formally monitored by anyone else.</p> <p>The need to renew the electrical installation condition certificate had been overlooked and it is uncertain whether the inspection had been done and the certificate mislaid or the check had not been undertaken. Evidence of a check being satisfactorily completed was provided before this report was published.</p> <p>Supervision is taking place regularly and appraisals are undertaken annually. Staff report that these are meeting their needs, so assisting them to provide support and help for young people. The manager and staff have the requisite qualifications and have undertaken mandatory and additional courses, meaning that they have or are developing the knowledge and understanding to meet the needs of young people.</p> <p>The manager is focused on improving outcomes for young people. There are many examples of his commitment to helping all involved to ensure that everyone makes progress. He leads a team that aspires to achieve progress across all areas of young people's lives.</p> <p>This concentration of effort is not as evident in regard to the service as a whole. The development plan is weak, with actions that are poorly defined and a lack timescales. Although the manager is able to explain what he has done to improve aspects of care, it is not possible to measure how successful this is against the original objectives. He has not been well assisted by the independent person's reports under regulation 44, which rarely make recommendations to improve the service. The review of the quality of care report issued under regulation 45 provides an evaluation of what has been achieved, but lacks a vision for the home's continuous improvement, with only one single, unclear action for the following six months.</p> <p>The home's statement of purpose and young person's guide have recently been reviewed. They are now more helpful documents for commissioners, young people and families to read, giving a clearer picture of the home's objectives, how they are worked towards, what support can be expected, and the means to obtain help or to complain if required. Any update of a statement of purpose must be sent to HMCI, but there was no evidence that this had happened.</p> <p>Care planning for young people is thorough, regularly reviewed and continually developed. Targets set are 'SMART' and young people contribute to them. They provide an assessment of current progress, and the provider is in the final stages</p> |                 |

of developing a tool to demonstrate what improvements have been made over the longer term.

In response to a recommendation made at the last review, the provider has also devised a format for recording the work undertaken to assist young people who are moving out of the home. Currently this is limited to what is written in review reports and does not do justice to the level of support and planning provided. Key-work sessions address the emotional impact of leaving the home.

Files are in good order, the exception being key-work session records, which are of mixed quality. Some are no more than headlines, are hard to decipher and do not identify actions. This gives readers little indication of what was discussed or the next steps. These are important to give a continuous history of care, especially if the key worker is away or the young person wants to read their records at some future point. Key-work records are rarely signed by young people, who express little interest in them.

## 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 the '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 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 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 'Guide to the children's homes regulations including the quality standards'.

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