

Children's homes inspection - Full

Inspection date	08/12/2015
Unique reference number	SC033367
Type of inspection	Full
Provision subtype	Children's home
Registered person	Kirklees Council
Registered person address	Kirklees Council, 30 Market Street, HUDDERSFIELD, HD1 2HG

Responsible individual	Paul Johnson
Registered manager	Margaret Lewis
Inspector	Pauline Yates

Inspection date	08/12/2015
Previous inspection judgement	Sustained effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
how well children and young people are helped and protected	Good
the impact and effectiveness of leaders and managers	Good

SC033367

Summary of findings

The children's home provision is good because:

- Young people make good progress from their starting points across many areas of their lives such as in education, emotional resilience and sustaining relationships with people who are important to them.
- Young people become increasingly safe. They make better choices, and this decreases the risks to their emotional and physical welfare. Previously harmful behaviours are replaced with the positive experiences that staff provide.
- Young people experience care that is consistent, reliable and supports their emotional growth. Through these nurturing relationships, young people begin to listen to and apply the advice that is given to them.
- A high level of emotional support is given to young people and as a result, young people grow in confidence and feel valued. Their views are listened to and the manager and staff act as effective advocates.
- The manager leads a dedicated and knowledgeable staff team. They are fully committed to improving young people's outcomes through individualised care.
- Although areas for improvement are identified these do not currently impact upon the welfare of young people.

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
6 The quality and purpose of care standard 6. In order to meet the quality and purpose of care standard, with particular reference to refurbishment of the kitchen, the registered person must (2) (c) ensure that the premises used for the purposes of the home are designed and furnishes to as to- (i) meets the needs of each child	31/01/2016
When the registered person is carrying out a visit, the registered person must help the independent person- (a) if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires (4) The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether- (a) the children are effectively safeguarded; and (b) the conduct of the home promotes children's well-being. (Regulation 44 (2) (a) (b) (4) (a) (b))	31/01/2016
13 The leadership and management standard 13. In order to meet the leadership and management standard, with particular reference to all staff undertaking refresher safeguarding training, the registered person must ensure that staff: (2) (a) have the experience, qualification and skills to meet the needs of each child. (Regulation 13 (2) (a)).	31/01/2016

Recommendations

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

- It is essential that homes understand what will be required of them before they accept responsibility for a child's placement, to avoid disruption and instability for the child in future and for other children in the home. (The Guide to the Quality Standards, page 56 paragraph 11.5) With regards to accepting emergency placements and ensuring that relevant plans, assessments and subsequent meetings are secured from the local authority within a timely manner.

Full report

Information about this children's home

The home is run by a local authority and is registered to provide care for up to six children with emotional and behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
12/03/2015	Interim	Sustained effectiveness
19/01/2015	Full	Good
21/08/2013	Interim	Good progress
15/05/2013	Full	Good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	good
Young people grow in feelings of self-worth and confidence, which is achieved through the high level of emotional regard they are given by the staff. Relationships between young people and staff are warm and are infused with humour and unfailing encouragement. This positive regard provides young people with the environment they need feel valued and cared about. One social worker commented, 'He has done remarkably well' and another, 'Staff do a fantastic job with him.' The emotional growth that young people achieve over time has a positive impact upon their willingness to listen and apply the advice that is given. Young people feel that the staff genuinely care about them. When commenting about their relationships with staff they said, 'I can talk to people here. The good thing about them is that they are human. I feel that they are on my side'. 'They are all really nice here, really really lovely. They treat us like family'. 'I think they are brilliant, so supportive and always there for you ... all of them do their best for you.' With the exception of one young person very new to the home, all young people attend and achieve in education. Young people are fully supported to reach their potential and this is underpinned by the good liaison that staff establish with educational providers. Many young people who previously had extremely low attendance are now attending on a daily basis. Through these positive achievements, young people have developed aspirations for their future such as in dentistry and fashion. One social worker commented, 'They give him the encouragement to do as well as he can. Attendance has been good and they have kept the encouragement up', another said 'Previously he wasn't at school and his attendance was very bad – there has been a massive improvement.' Young people are given practical and emotional support to maintain, and in some cases re-establish, relationships that are important to them. Young people value the advice that is given by staff and over time build sufficient trust to enable them to speak openly about previously harmful experiences. Young people commented, 'When I first came here I wasn't speaking to anyone. Staff have supported me to write a letter to my mum and dad. Mum lets me down a lot, but the staff support me'. Another young person said, 'Recently I had an argument with my mum and brother and they encouraged me to ring and helped me understand things from their point of view as well.' Through the support of the staff, young people are enabled to positively manage	

conflict and differences of opinion and outlook. Staff talk to the young people in a manner that encourages discourse and understanding. A restorative approach is used to bring about resolution. A young person said, 'We have our times, our ups and downs, but staff use the restorative work. They do their best to help us get along'. Another young person said, 'They try their best to keep everyone together. They make jokes and laugh, they get us out of moods we are in. Everyone has really good bonds here with the staff.'

Young people feel listened to and their views and wishes understood. This is achieved through day to day interactions, key working sessions and in meetings. For example, young people requested that the whole of the staff group and all the young people go out to Laser Quest followed by an evening meal. This was achieved and one young person commented, 'It was really nice.'

Young people are appropriately encouraged to take greater responsibility for tasks in preparation for their futures. They are incrementally supported to build upon skills that they will require to make a successful transition into adulthood. One young person who had recently commenced on an independence programme said, 'They don't rush me into things.'

The home has a welcoming feel and on the whole is well-maintained. Young people's bedrooms are personalised to their tastes and the resources within the home are respected by the young people. However, a previous recommendation for renewing the kitchen fittings has not yet been met.

	Judgement grade
How well children and young people are helped and protected	good
Young people over time become increasingly safe through living at the home. Risks associated with high levels of missing from home incidents and child sexual exploitation decrease. Young people make better choices and apply the advice that is given to them by staff. As a result, risks to their emotional and physical health diminish. Young people say they trust the adults who care for them and experience good levels of support. As a consequence, young people stay in contact more often when missing incidences do occur. Young people commented, 'I always tell staff where I am. Police can always come and find me'. Another young person said, 'I use to go quite often but not very often now. I stopped hanging around with certain people and don't go to certain places now.'	

Staff understand the individual risks associated with young people's vulnerabilities. They follow appropriate plans and liaise with other agencies in a timely way. Social workers commented, 'Communication is very good, it is excellent', 'X has improved in all areas. She is no longer at risk of child sexual exploitation' and 'Her relationships with staff are very good and they can talk her round and there have been times when they have convinced her to come back.'

Young people say they are safe and feel safe at the home. The use of sanctions is low and a discursive and restorative approach is taken to resolving conflict. A positive and encouraging framework of incentives is used to support behaviour and achieve in education. One young person commented, 'They set up incentives to help you, to push you further. You can chose quite a lot of incentives.' Physical restraint is rarely required or used. There has been only one occasion since the last full inspection.

Young people new to the home and placed in emergency situations are given good levels of immediate care and offered high levels of emotional warmth so that they feel safe. Sufficient information is gathered by the staff to ensure their vulnerabilities are understood. However, paperwork and documentation from the local authority has not been forthcoming in a timely manner and has not been robustly pursued by the Registered Manager.

	Judgement grade
The impact and effectiveness of leaders and managers	good

The registered manager is suitably qualified and experienced. She leads a team of dedicated staff who demonstrate good insight into the needs of the young people. The manager is respected by her own team and other professionals and leads by example. The lead clinical psychologist commented, 'X is a very good leader. She steers the staff but also expects them to take responsibility. She is authoritative but not authoritarian. She is very insightful and shares that with staff. She always seems to be on the ball and looks at how things might be done differently.'

The manager offers both formal and informal support to staff. Staff supervision and appraisals are well-embedded and offer reflective time to discuss the progress of each young person. The newly adopted model of care, Pillars of Parenting, is reinforced through the supervisory process and further supported by monthly consultations with the local authority psychologist. These consultations offer protected time and reflection to staff in order to discuss in detail the progress of young people and the approaches taken by staff.

A previous recommendation for keyworker sessions to be recorded in a timely manner has been met. Recordings are not only timely but detailed and cover a wide range of individualised issues.

A strength of the home is the attention that staff afford to young people's emotional recovery from previous harmful experiences, and to their continued emotional growth. As a result, young people make progress across a range of measures due to the individual attention that is given to their care. This is underpinned and measured through clear planning and monitoring undertaken by the manager. However, independent visitors reports are variable in quality and do not always meet the requirements of regulations.

There are good working relationships with other professionals and communication from the staff and the manager was considered to be timely and focused. One social worker commented about the manager, 'X is brilliant and very involved and very hands-on. She is very much on the front line with the kids and the staff.' The manager has insight into both the strengths and weaknesses of the home. The progress of the young people is very much at the forefront of planning, and of staff responses to young people.

The staff have access to a wide range of training and the model of care adopted is well supported by specific training modules. A recommendation made at the previous inspection, namely for all staff to have received refresher safeguarding training, has only partially been met as not all staff have yet undergone this training.

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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