

Children's homes inspection - Full

Inspection date	27/01/2016
Unique reference number	SC040491
Type of inspection	Full
Provision subtype	Children's home
Registered person	Cornwall Council
Registered person address	County Hall, TRURO, Cornwall, TR1 3AY

Responsible individual	Post vacant
Registered manager	Deborah Moses
Inspector	Sarah Canto

Inspection date	27/01/2016
Previous inspection judgement	Inadequate
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

SC040491

Summary of findings

The children's home provision is good because:

- This home is judged good following two inadequate judgements. Leaders and managers have made significant improvements in the areas of safeguarding and the development of the home.
- Safeguarding young people is now a key thread that runs throughout the operation of the home. Managers and staff recognise and deal with safeguarding issues for young people to ensure they are safe.
- Significant changes to the home's environment have been made; further decoration and furniture are being installed imminently.
- Young people have excellent relationships with staff and look forward to, and enjoy, their stays. They experience varied activities and trips during their time in the home. Staff use varied and effective methods of communication to enable young people to express their feelings and make choices.
- Leaders, managers and staff are committed to providing excellent care to young people and help them progress in all areas of their lives.
- Management oversight is better structured and organised. New systems are being implemented to ensure; young people are provided with good care, that staff are supported to provide this care, and to evaluate the experiences and progress of young people.
- Not all targets and reviews are in place for young people and some new management processes are yet to be introduced and embedded into practice. Therefore the impact of such changes is not yet fully evaluated.

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

Recommendations

Children should be encouraged by staff to see the home's records as 'living documents' supporting them to view and contribute to the record in a way that reflects their voice on a regular basis; in particular, embed the introduced system of setting goals with young people, their families and other relevant parties, and establish the process of regular reviews of young people's progress and experiences (The Guide to the Quality Standards, page 58 paragraph 11.19)

Full report

Information about this children's home

- This home provides short breaks for children. It is registered to provide care and accommodation for up to six children and/or young people who have learning difficulties and sensory impairments. The home is managed and owned by the local authority.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/11/2015	CH - Full	Inadequate
29/07/2015	CH - Full	Inadequate
05/03/2015	CH - Interim	improved effectiveness
22/05/2014	CH - Full	Good
02/10/2013	CH - Interim	Inadequate Progress

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Leaders and managers, in conjunction with the staff team, have made significant improvements in the areas of safeguarding and development of the home. Young people continue to enjoy their stays in this home. They have warm and nurturing relationships with staff. A new, comprehensive handover system is in place which ensures that each staff member is clear about their role and tasks for that day. Staff enthusiastically plan enjoyable experiences and activities for young people. These include: dressing up, cooking, making puppets, playing games and trips out to the cinema, restaurants, the beach and a boat trip. Young people are consulted with and make choices about the running of the home. Young people say 'I like coming here', 'I like going out to a restaurant'. A tool for measuring young people's outcomes entitled 'Outcomes Arrow' has recently been implemented. This tool is used to identify short, medium and long term goals and to assist in measuring young people's on-going achievements. The unique, detailed and attainable targets are devised through communication with young people, their families and other agencies. Examples include, for one young person, to bath independently, and a ten step programme to achieve this. The skills that young people achieve transfer to the family home. A social worker commented on how one family benefit from a young person's newly acquired cooking skills. Staff have a strong focus on enabling and supporting young people to learn independence skills, while being flexible in their responses when necessary. Staff and young people work together as a team and the atmosphere has a 'family' feel. Parents highly praise the home and feel confident in raising issues if they need to. A parent refers to the staff as 'fantastic and brilliant.' Parents are appreciative of the opportunities young people get to mix socially, which for some is not available at home. Parents have noticed that young people develop friendships and that stays are organised well in terms of matching young people's interests and compatibility. Staff work together well and a staff member described the team as 'strong and supportive.' Staff feel able to challenge each other about practice and as a result, the working environment is transparent and safe. The managers and staff communicate well with families and professionals. A head	

teacher emphasised how the team regularly consult with the school and attend review meetings.

Managers and staff are in the process of making significant changes to the home environment. Arrangements are scheduled and include: painting and decoration; installation of new carpets; new bedroom and dining room furniture; and new sofas and computer tables. Changes already made include: the personalisation of young people's bedrooms with photographs, belonging boxes and accessories; new computer chairs, and sensory room equipment repaired. Managers and staff have spent time consulting and planning with young people so they feel part of this renovation.

	Judgement grade
How well children and young people are helped and protected	Good
Safeguarding practice in this home has improved considerably and is now robust. Managers and staff are now confident and competent in recognising safeguarding concerns for young people and acting upon them. Staff ensure the safety of young people by practising in accordance with the statutory guidance 'Working Together to Safeguard Children'. Managers ensure that allegations or issues of concern are followed up. In addition they make sure that all those caring for young people are clear about plans so they are well supported. If concerns are not resolved properly, the manager escalates these concerns to ensure a satisfactory outcome. Consequently, young people are kept safe during their short break stays, and when they leave. Managers and staff work transparently to ensure young people's safety. Parents and professionals are clear about safeguarding procedures that staff adhere to and the reasons why. The service operates to a comprehensive child protection procedure document which is specific to the home and the young people it accommodates. The document recognises the increased vulnerability of young people with complex needs. Managers and staff have received bespoke safeguarding training, which contributes to their ability to recognise, deal with and follow up issues. Safeguarding features as a standard agenda on supervision meetings, staff handovers and team meetings and is considered as the highest priority. One staff member said 'safeguarding crosses through everything we do.' When young people are anxious and display challenging behaviour, they are able to be calmed by staff that know them well and understand their needs. A social	

worker said that during an incident when a young person was distressed, 'the young person was able to calm in response to staff's help and describe their feelings, because of their trust in the staff.' The last record of physical intervention dates back to 2014. This lack of physical intervention is indicative of staff's understanding of young people's needs, consistent boundaries and positive caring strategies.

	Judgement grade
The impact and effectiveness of leaders and managers	Requires improvement
Arrangements for management oversight and monitoring are improved and new systems are being introduced. Managers have developed a new process to evaluate the progress young people make and the experiences they enjoy. The system includes setting targets for young people and reviewing these targets every three months with young people, families and other professionals. Most, but not all, young people have set targets, and most have not been reviewed under the new system. Review paperwork is yet to be finalised. Therefore these systems are in their infancy and their effectiveness is yet to be assessed. Managers are introducing a file audit so they can be assured that young people continue to receive good care. They have consulted with staff who consequently feel involved in this process, having contributed to the format of the file audit. The file audit form is yet to be finalised and the process of regular file audits yet to be embedded. Therefore it is too early to measure impact. An independent visitor completes regular monitoring reports for the registered manager. The manager is not assisted by recommendations to improve practice from these reports and is making arrangements to ensure the reports are more robust. Care plans are now regularly updated and signed by young people where possible, the key worker, manager and carers. Managers identify gaps in provision for young people when care plan aims are not being achieved and will challenge accordingly. For example a social worker highlighted that the registered manager had pursued an educational plan for a young person that was not in place. Managers provide a consistent and thorough approach to the care and support of young people. A development plan has been established since the previous inspection, and is in the process of being amended to include time scales. Managers use this as a working document to coordinate and monitor the improvements being made to the	

home. The number of staff that each manager supervises is now manageable. Managers and staff now receive regular supervision and, apart from some small gaps with the regularity, as described in the statement of purpose. A senior residential worker post has been created and appointed to, which has had a positive impact on management arrangements.

No formal complaints have been made since 2014. When young people, staff, parents or professionals raise a concern, managers respond to these concerns and if appropriate, will make adjustments or change their practice.

The registered manager is an experienced and confident leader who supports staff to care for young people to the best of their ability. The registered manager deals with concerns raised, manages performance and ensures that young people and staff have a safe and welcoming environment to stay and work in.

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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