

Inspection report for children's home

Unique reference number	SC043732
Inspector	Tracy Murty
Type of inspection	Full
Provision subtype	Children's home

Registered person	Lincolnshire County Council
Registered person address	Lincolnshire County Council, County Offices Newland LINCOLN LN1 1YL
Responsible individual	Janice Spencer
Registered manager	Alison Marshall
Date of last inspection	25/02/2014

Inspection date	09/09/2014
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Previous inspection	good progress
Enforcement action since last inspection	None

This inspection	
Overall effectiveness	good
Outcomes for children and young people	outstanding
Quality of care	outstanding
Keeping children and young people safe	outstanding
Leadership and management	good

Overall effectiveness

Judgement outcome	good
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At the last full inspection of this home in May 2013, the home was judged to be good in relation to its overall effectiveness. Recommendations made at that inspection had been fully addressed by the time of the interim inspection in February 2014.

Staff provide highly personalised and well planned care to young people with significant and complex needs. They ensure that records reflect their specific needs and how these will be met. Staff work very imaginatively to consider the needs of each young person and to implement plans, which promotes positive outcomes.

Young people enjoy regular and meaningful contact with family members. Parents report high levels of satisfaction at how well staff support their children in all areas of their lives. Parents also report feeling able to discuss all aspects of their child's care with the staff team and in feeling that the needs of young people are fully taken into account. Young people have access to an advocate who visits the home on a regular basis. Staff also diligently ensure that young people have choices and can express their wishes and feelings safely and with support. Young people are able to choose food they like, furnishings for their room and activities.

The staff team display a real commitment and dedication to the young people living

in this home. It is evident that they know the young people and their needs exceptionally well, as confirmed by both parents and other involved agencies during this inspection. Staff place the needs of each young person at the centre of their working practices and strive to ensure that they have the best possible opportunities and outcomes.

Young people present as feeling safe and secure in this home. The staff team ensure that detailed risk assessments outline the specific needs of each young person and how actual or potential risks will be managed. All parents spoken with as part of this inspection reported no concerns in relation to the safety of their children whilst living in this home. Involved agencies and placing authorities similarly report no concerns and feel that staff protect young people from actual or potential harm at all times.

The Registered Manager and deputy manager understand the strengths and weaknesses of the home and undertake regular monitoring of all aspects of the care provided to young people. Three requirements have been made as a result of this inspection. The revised statement of purpose has not been sent to Ofsted within the specified timescales. The Registered Manager has failed to ensure that there is always at least one person on duty who has a suitable first aid qualification. The manager has also failed to ensure that a record of every young person accommodated in the home has been maintained.

These factors do not have an adverse impact on the care of young people.

Full report

Information about this children's home

This children's home, which is managed by a local authority, provides care and accommodation for up to seven young people with a learning and/or physical disability.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
25/02/2014	Interim	good progress
30/05/2013	Full	good
03/01/2013	Interim	good progress
11/07/2012	Full	good

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

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 Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

Reg.	Requirement	Due date
5 (2001)	ensure that when any revision is made to the statement of purpose, that Ofsted is notified of any such revision within 28 days (Regulation 5(b))	14/11/2014
20 (2001)	ensure that at all times, at least one person on duty at the children's home has a suitable first aid qualification (Regulation 20(2)(e))	14/11/2014
29 (2001)	ensure that the home maintains a record in the form of a register showing in respect of each child accommodated in a children's home the information contained in schedule 4. (Regulation 29(1))	14/11/2014

Inspection judgements

Outcomes for children and young people **outstanding**

Young people make exceptional progress in developing a positive self-view. Staff support them to increase their independence skills and ability to make choices about all aspects of the care they receive. Young people have regular and extremely positive contact with family members and significant others. This is supported and facilitated by the staff team and promotes a sense of belonging and security for young people with significant learning and physical disabilities in this home.

Young people have all of their complex health needs met by the staff team. Exceptionally imaginative and diligent practices by the staff team lead to improved health for all young people. Young people attend all routine and specialist health care appointments and receive support from a wide range of health professionals and agencies. Meals provided are healthy and reflect the individual needs and likes of each young person.

Young people receive support to enable them to express their feelings and to take decisions about the care they receive wherever possible. Staff support them to make choices in relation to meals, activities, clothing and how their rooms are decorated and furnished. Parents report very high levels of satisfaction in how well the staff involve them and their children in all aspects of their care. This promotes increased confidence and a sense of value for both young people and their families.

Young people's attendance and attainment in education are excellent. Most young people attend a local school or have transport provided. One head teacher praised the staff team and managers for their close working relationship with the school. They believe that this has led to improved outcomes for young people, through regular meetings with education and home staff and daily communication.

Young people take part in a wide range of stimulating and fun activities. Staff consider the needs of each young person to ensure that they have social opportunities in place to meet their specific and complex needs. They take part in such activities as swimming, visits to local parks, attendance at local youth clubs and shopping trips. Some young people have also enjoyed holidays with staff to local holiday camps this year. Such opportunities enable young people to feel very much part of their local and wider communities and increases their sense of value and confidence.

Young people receive excellent support from staff to prepare them for their eventual move to adult life. This is a particular strength of this home. Staff work closely with transitions workers and adult service providers to ensure a smooth and successful transition for young people. Several young people have made highly successful and positive transitions from this home to adult service provisions. Staff work with young

people in a very timely manner to ensure that they are well prepared for their move. This includes increasing their independence skills over time, recording their achievements and providing detailed information to assist with the transition to adult service provisions. Staff have visited the new accommodation and met with adult services staff to ensure that all aspects of the care and safety needs of one young person were considered prior to the move. This attention to detail has led to a very successful move and reduced anxieties for the young person and their family.

Young people receive high levels of support to prevent any serious risk taking behaviours. Given the complex nature of their needs, young people receive high levels of staff support to prevent them from causing harm to themselves and others. Risk assessments and behaviour management plans clearly state any actual or potential risks and how these will be managed. All parents spoken with during this inspection reported no concerns in relation to how such behaviours are responded to by the staff team. The staff team works very closely with relevant health professionals to ensure that behaviour management and medication issues receive close and regular review and update.

Quality of care

outstanding

Staff have consistently high aspirations for all young people living in this home. One member of staff spoken to displayed an exceptional knowledge and insight into the young person they were the key worker for. Their knowledge of all aspects of the young person's complex needs enabled an excellent and smooth transition to adult services. This is also reflected by other staff and managers, who know and respond to each young person's needs exceptionally well.

Staff work very closely with education providers. All young people have education placements and are attaining to a very high standard. Staff meet with school staff on a regular basis to consider the needs of each young person. This has led to consistency of care between the two settings and a reduction in concerning behaviours over time. Staff attend all meetings relating to young people. One health agency praised them, stating that they never miss an appointment and provide reports and detailed information to assist in the planning of services for young people.

Staff work very imaginatively to support the very complex needs of each young person. Their knowledge of each young person is very impressive and enables them to respond to non-verbal children with confidence at all times. One parent praised them for knowing when something is wrong with their child. The parent felt staff know their child so well that they can see by body posture and vocalisations if they are not well or unhappy. This view was also reflected by a health agency, who praised the staff for their proactive monitoring of young people's moods and behaviours, in order to work to improve their physical and emotional health and well-being.

The entire staff team work very closely with a wide range of agencies and professionals in order to promote and ensure the best possible care and outcomes for young people. Feedback from schools, adult accommodation providers, health agencies, independent reviewing officers, social workers and parents is consistently positive. Placing social workers for several of the young people placed here state their total satisfaction with the services and care provided. Parents also report no concerns and total happiness with the care provided to their children by the staff team. An adult accommodation provider stated that the information provided by staff for one young person recently greatly assisted them in ensuring a positive and smooth transition.

Staff ensure that behaviour management plans, risk assessments and all documentation is regularly reviewed and updated. This leads to consistent and flexible care being provided to all young people at all times. Monthly summaries for each young person are sent to social workers and parents. These reports provide a detailed and thorough oversight of all aspects of the care provided and significant events for each young person each month. Social workers and parents really value the monthly summaries, as well as the regular communication from staff.

There have been no reported complaints since the last inspection and none for a considerable length of time. This reflects the confidence parents, placing authority and other agencies have in the staff and managers. All those spoken with during this inspection reported very high levels of satisfaction in the care provided. A real strength of the home is how well it works with parents and carers. Staff and managers support them to have positive and meaningful contact with their children. Parents and carers are made very welcome during their visits to the home, having meals with their children and feeling able to discuss any issues they may have with staff at any time.

An independent advocacy service visits the home on a regular basis to provide support to young people and ensure that their needs are being met. Independent reviewing officers (IRO) also report very high levels of satisfaction in how well staff support and care for the young people. One IRO stated how well the staff have helped a particular young person in this placement with their complex needs. This has included imaginative work to enable the young person to have social opportunities, taking into account their complex needs and behaviours. Staff were praised for 'thinking outside of the box' to ensure that every young person has their needs met and has opportunities to enjoy social activities, which may otherwise not be available to them.

One member of staff has a specific role as a voice of the child coordinator within the home. Each month, a theme is set for all staff to consider with young people. Recent themes have included food and activities. Staff consider and record the choices made and experiences of each young person and use this information to develop their skills and interests. Over time, this leads to young people being able to develop their

interests and skills, some have learned to make cakes with staff support or take part in new activities. This reflects the staff team's total commitment to improving the experiences and life chances for each young person.

Young people receive excellent care and support in relation to their complex health needs. The storage and administration of medication is secure and effective. Young people receive support from a wide range of health professionals who work closely with the staff team at all times. Occupational and physiotherapists have recently provided training and support for staff in relation to the specific health care needs of one young person. Staff regularly consult with doctors, consultants and other services, to ensure that the physical, emotional and psychological needs of all young people are met.

Staff place the needs of the young people at the centre of their practice at all times. They celebrate the successes of each young person and take great pride in their achievements. Photographs and certificates of achievement are on prominent display throughout the home. Staff ensure that young people have treasure boxes and photo albums to reflect what they have done during their time living in this home. A newsletter is also produced and shared with parents and involved agencies, further celebrating the achievements of all young people.

Keeping children and young people safe outstanding

Young people present as feeling very safe both inside and outside of the home. Young people each have an allocated key worker, who ensures that their specific and complex needs are met at all times. The home provides very high staffing levels to further ensure that every young person receives the personalised care they need at all times.

Each young person has a behaviour management plan in place. This reflects and clearly states their specific needs, identified risks and strategies for how staff will support them. The plan is regularly reviewed and updated to take into consideration any changes and is also shared with education providers and other relevant involved agencies. This ensures consistency of care for young people with very complex and often challenging behaviours. Staff regularly consider each young person's care plan to ensure that it continues to meet their complex needs. Discussions take place in team meetings as to the changes or amendments needed for each young person. Recording of any agreed changes is excellent and detailed, reflecting the specific actions needing to be taken.

Staff demonstrate an extremely detailed awareness and understanding of the needs of each young person and how these will be met. Imaginative working practices lead to young people reducing any concerning or risky behaviours. This includes consideration of the impact of any medication, changes to routine and need to reduce actual or potential anxieties for young people, which could increase their

concerning behaviours.

There have been no reported incidents of young people going missing from this home. This reflects the high staffing levels and supervision of young people. The home is also physically safe and secure, preventing young people from harming themselves or others. Risk assessments clearly set out all known and potential risk factors which could lead to young people going missing and detailed plans ensure that this does not occur.

Physical restraint is only used where there is risk of serious harm to young people or others. It is undertaken by suitably qualified and experienced staff. It is used for the minimum amount of time. Records reflect the need for its use and reflection with staff members and young people, where appropriate. Managers monitor the use of restraint and work closely with the staff team and other involved agencies to try and address behaviours which may lead to the need for restraint. Over time, this has led to a noticeable reduction in the need to use restraint on several young people. Staff try to redirect young people from potential risky situations or behaviours and use a soft play room in the home to ensure that they do not cause any harm to themselves or others.

The selection and recruitment processes and systems for staff are very robust and prevent unsuitable people from being able to work with such vulnerable young people. There have been no allegations or suspicions of harm reported. Staff spoken with during the inspection demonstrated a detailed awareness of procedures and of what support they and young people would be offered in the event of an allegation being made.

The home is safe and secure and provides a warm and welcoming environment for young people. Each young person has their own bedroom, being personalised to a very high standard. Rooms have all necessary security measures in place to ensure that young people cannot harm themselves or others. This includes window restrictors, covering of electrical sockets and wiring. Regular checks are made of young people during the night by the two night staff, to ensure that they remain safe.

Leadership and management

good

The Registered Manager has been in post since 2008 and has the necessary qualifications, skills and experience for the role. She is supported by a highly competent and dedicated deputy manager, who demonstrates a real passion and commitment to young people in her care.

There have been no reported concerns or complaints made to the home since the last inspection and none for a considerable period of time prior to this inspection. Systems are in place to respond to any formal complaints or concerns which may be

raised. There were no requirements made from the last inspection of this home for the Registered Manager to act upon.

Managers have in place a very detailed and comprehensive development plan for the home. This is regularly reviewed and updated and reflects their detailed understanding of the strengths and weaknesses of the home. The statement of purpose for the home was reviewed in 2013 and twice this year. The Registered Manager has failed to ensure that the most recent version has been sent into Ofsted within the required timescales. Within the next few years, major buildings work will be carried out to the property. This will further improve the physical accommodation provided to young people. Parents, carers and involved agencies have been fully consulted about the proposed changes, with detailed building plans being placed on display in the home for them to consider.

All young people benefit from timely reviews. Records reflect that staff attending take their own notes of all agreed actions. This enables them to ensure that there is no delay in progressing work prior to the formal minutes arriving. The home also monitors the frequency of social worker visits to young people, to ensure that they are made within required timescales.

The independent visitor for the home produces detailed and comprehensive reports following their monthly visits to the home. The Registered Manager ensures that any identified actions are considered and met fully. This forms part of the management monitoring and tracking of services provided. Management reports are similarly comprehensive and detailed and reflect the commitment of managers to improving outcomes for young people.

The home is well maintained and furnished to a good standard. Young people benefit from having access to all necessary aids and adaptations they need. These include specialist bathing and toileting equipment, hoists, specialist beds and other equipment. The staff team work closely with occupational and physiotherapists to ensure that the correct equipment is always provided for young people. Staff also receive training to ensure that they have the skills and confidence to use any such equipment.

Staff have received training in such areas as moving and handling, restraint and medication administration. Not all current staff have undertaken first aid training. This means that there may be times when there is not a suitably qualified member of staff on duty. This has not had a detrimental impact on young people and there is a detailed training programme in place to address all outstanding training needs for staff.

Staff report feeling very well supported by managers in this home. They report receiving monthly supervision and annual appraisals and a range of relevant training opportunities. One member of staff stated; 'I really love my job and always look forward to coming into work. I have been supported to take on more roles and

responsibilities and feel totally supported.'

Managers have formed extremely positive and close working relationships with other agencies. This provides a high quality of care and improved outcomes for young people. It should also be noted that another key strength of the home is how well it supports the parents and carers of young people. The staff team supports contact to a high level, with parents coming to the home several times a week to see their children. They are provided with meals and space to spend quality time with their children. Staff also support parents and carers with their own needs as much as possible, offering them practical and emotional advice and support.

Records for each young person reflect their current and changing needs. Files are well organised and demonstrate the work done by the staff team to support young people. Regular auditing of all records held also ensures that they remain up-to-date and relevant. The Registered Manager has failed to ensure that a central register of all young people accommodated in the home is maintained. The required information has been placed on individual young people's case files, but is not held centrally for all young people.

The Registered Manager and deputy manager have good systems in place to ensure that all health and safety requirements are considered and met. Regular team meetings provide a forum for staff and managers to consider and discuss changes to relevant legislation and the impact on young people and their families. They also enable the staff team and managers to monitor the progress made by young people and plan for further improving their outcomes.

What inspection judgements mean

Judgement	Description
Outstanding	A service of exceptional quality that significantly exceeds minimum requirements.
Good	A service of high quality that exceeds minimum requirements.
Adequate	A service that only meets minimum requirements.
Inadequate	A service that does not meet minimum requirements.

Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The 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 relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.