

Inspection report for children's home

Unique reference number	SC057703
Inspector	Parveen Hussain
Type of inspection	Full
Provision subtype	Children's home

Registered person	Dove Adolescent Services Limited
Registered person address	170 Southgate Pontefract West Yorkshire WF8 1QJ
Responsible individual	Barbara Anne Whittaker
Registered manager	Angela Tetley
Date of last inspection	31/03/2014

Inspection date	15/10/2014
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Previous inspection	good progress
Enforcement action since last inspection	There has been no enforcement action since the last inspection

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

Overall effectiveness

Judgement outcome	outstanding
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The care offered to young people is outstanding. Children feel safe and enjoy excellent relationships with staff. All staff are familiar with and understand individual care plans and work exceptionally hard to achieve them. Young people are actively encouraged to participate in the care planning process. They regularly and confidently share their views and make their wishes known. Highly motivated staff who are best equipped to deal with the areas that warrant sensitive exploration undertake focused work sessions with young people. Young people are happy and appreciate the high quality interaction with staff.

Children engage with education and make excellent progress. They benefit from the professionalism and dedicated one-to-one input involving teachers and staff at the home which helps them to flourish. Teaching and care staff work very hard to integrate young people back into mainstream education. The courses they teach are nationally recognised and facilitate young people's transition back into mainstream education.

Young people are kept safe from harm. They work closely with staff to take appropriate and measured risks in line with their age and development. There have not been any recent episodes of young people going missing from the home. Young

people are not engaged in any risk-taking behaviours. Staff are dynamic and eager to help young people develop and mature at the right pace. They engage young people in purposeful activities in the community. This helps young people to learn about, and gain knowledge and understanding of, healthy lifestyles and the importance of their own emotional well-being.

The leadership and management of the home are strong and reflect a tangible commitment to the young people who live there. The registered manager is innovative and organised. She is dedicated to the development of the staff team. This ensures that an extremely competent team of staff identify and prioritise young people's needs and are clearly focused on meeting them. The training and developmental needs of staff are being met. Staff also receive regular, high quality supervision. The home is a safe environment for young people to grow and flourish in.

Full report

Information about this children's home

This home is privately run and is registered to provide care for up to two young people of either gender with emotional and behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
31/03/2014	Interim	good progress
08/01/2014	Full	outstanding
23/01/2013	Interim	good progress
25/07/2012	Full	outstanding

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

Recommendations

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

- ensure children's physical, emotional and social development needs are promoted (Standard 6.1).
- ensure the home provides a comfortable and homely environment and is well maintained and decorated. Avoidable hazards are removed as is consistent with a domestic setting. Risk reduction does not lead to an institutional feel. (Standard 10.3)

Inspection judgements

Outcomes for children and young people **good**

There are huge benefits for young people of living in this nurturing home environment where they establish trusting relationships with staff. Good outcomes for young people living at the home enable them to develop a positive self-image and build their confidence. Young people make good individual progress, especially compared to their previous experiences before they came to live at the home.

Young people living at the home engage well with education and achieve 100% attendance. Young people are able to identify how living at the home has enabled them to access full-time educational provision. One young person was not engaged in education for many months before moving to this home. When they first come to the home, young people who are not engaged in mainstream education start off being educated on site via the provider's school provision. The courses they undertake are nationally recognised and enable young people to progress into mainstream further education. This supports and enables young people to re-integrate into society while at the same time gaining confidence and exploring new challenges. For example, young people make the transition from the on-site educational provision into local colleges and, where appropriate, into work placements in their local community. However, for some young people their insecurities and resistance to interact with others outside of the home can impact on the progress made and restricts their achievements.

Young people enjoy good physical health. They work closely with staff to manage their emotional well-being. Young people access support provided by Child and Adolescent Mental Health Services to increase their emotional resilience and help them manage behaviours that impact on their emotional well-being.

Young people benefit from the warm relationships they have with staff. This enables young people to engage in life story work which enables them to develop their knowledge and understanding of their family backgrounds and helps them to develop their self-identity. Life story work is done sensitively and at a pace that is appropriate to the young person. Young people regularly participate in physical activities with staff. This includes playing squash, badminton and visits to the cinema. This contributes to young people's understanding of, and ability to, develop and maintain good emotional health and healthy lifestyles. Young people develop an understanding of healthy eating by being involved in food shopping and preparing meals. They recognise the dangers of smoking and drug misuse. Young people living at the home are not engaged in these behaviours and have good insight into the consequences associated with them.

Young people are fully engaged in the running of the home. Their views, wishes and feelings are taken into account and influence the practices of the home, including the

care they receive.. For example, young people are encouraged to choose what type of food they eat and which the restaurants to go to when they eat out. They are involved in doing domestic chores such as cooking, shopping and maintaining the home. Young people are able to choose which places to visit, films to watch and games to play. They are encouraged to pursue their favourite activities.

A sensible approach to managing measured risks, depending on the young persons' age and emotional maturity, helps young people learn to become more independent. For example, one young person is encouraged to take a short journey into the town centre on their own or go and get their hair cut. Staff are always available to support young people where necessary.

Quality of care

outstanding

Staff go the extra mile to ensure young people are looked after in a way that is appropriate to their age and level of understanding. They are imaginative and innovative in developing constructive relationships with young people. For example, staff explore options to engage young people in meaningful activities which promote the young people's overall health and well-being. Rather than each young person having a single keyworker, all of the staff are involved in doing focused pieces of work with young people as appropriate. This ensures young people benefit from having constructive relationships with all of the members of staff at the home. An exceptionally nurturing approach from staff coupled with the warm and stimulating environment has led to a significant reduction in young people's challenging and negative behaviour.

Staff are highly effective at personalising incentives and rewards in line with young people's needs. They set realistic targets and inspire young people to make progress. The majority of young people appreciate the focus on them. This level of attention stimulates young people's participation and motivates them into achieving further. One young person said he was very happy about going to a restaurant out of town.

Staff actively promote young people's participation in the running of the home. They achieve this through engaging young people in team meetings. This enables young people to contribute their views on the quality of care they receive. Staff are skilful at utilising a range of different ways to solicit young people's views; young people are confident about engaging with the independent visitor, complete questionnaires and actively voice their opinions in daily discussions. This means that the registered manager is fully informed of their views. One young person has contributed to the production of a new Children's Guide. The provider and manager are exploring avenues to involve young people in future recruitment processes. These are excellent ways of consulting and involving young people in decisions that affect them and the care they receive.

Staff discuss sensitive issues with young people in order to positively promote their

well-being. The staff are effective in challenging some of the negative views young people have about themselves and are able and committed to helping young people break down barriers which otherwise would hold young people back. Staff are effective at promoting participation between young people, partner agencies and stakeholders. In addition, staff advocate effectively on behalf of the young people for services which will enhance the young people's emotional and placement stability. One example of this was when staff strongly communicated their concerns about a young person and were successful in securing a therapeutic service. This is essential to maximise young people's life experiences and meet their diverse needs.

Staff also seek out appropriate work placements for young people and encourage young people to get involved with their community as a way of learning new skills. Young people are supported to attend open evenings in order to become familiar with new surroundings. This helps them to begin to prepare for independence by starting to establish networks away from their home.

Staff work extremely hard to engage young people in meaningful activities. Some young people are not comfortable about engaging in physical activities or socialising away from the home. Staff are persistent and creative in encouraging young people to get involved in sports and social activities. For example, young people are encouraged to go for a game of squash or visit the gym with a member of staff. This ensures young people benefit from participating in social and leisure activities while at the same time being supported to understand the importance of being healthy. Other members of staff work well with young people to help them develop their life skills, including shopping, cooking, cleaning, keeping safe and addressing personal hygiene. This approach helps young people develop in all essential areas and significantly promotes their well-being.

Keeping children and young people safe outstanding

Young people accommodated at the home are safeguarded effectively. They say they feel safe. The high quality care and exceptionally nurturing environment contribute to young people's strong overall sense of safety and well-being.

Staff proactively prioritise the safety and well-being of residents through focused work with young people. This involves frequent discussions with young people on topics such as the dangers associated with going missing from care, drug misuse and inappropriate relationships. As a result, young people do not misuse substances. They are not involved in inappropriate risk-taking behaviour and there are no concerns about young people being at risk of exploitation.

Staff use a highly effective open, transparent and tailored approach to managing risk. This is based on very detailed risk assessments and thorough care plans that are shared with young people. Staff rigorously ensure care is personalised and targeted at the individual needs of each young person.. This ensures young people are not

vulnerable to risks of criminalisation or complaints from others.

In managing risks, staff are very careful in taking into consideration each young person's age, understanding and stage of development. They are also very conscious of the need to prepare young people for independence. They are good at enabling young people to take measured risks, for example by allowing overnight stays at a friend's home. This helps young people to take responsibility for their independence.

Encouraged and supported by the registered manager, highly effective multi-agency working means that young people no longer go missing from the home. The manager is very good at communicating, and working in close collaboration with, other safeguarding agencies to ensure action plans are effective and young people are protected and not at risk.

Where there are concerns about a young person's behaviour, staff work effectively, and in partnership, with other agencies to understand the reasons behind them. Their insight into and understanding of triggers helps them to devise creative strategies to prevent young people from becoming criminalised. For example, by working jointly with community police officers to make young people aware of the possible consequences of their behaviour. This strategy has had a significant impact in helping young people improve their behaviour.

Behaviour management strategies are highly effective, with minimal use of sanctions and physical interventions. Staff use restorative practice to help young people recognise the impact of their behaviours on others and on the environment. Young people are encouraged to repair any damage they have caused or undertake chores by way of reparation. This is very successful in helping young people to develop a sense of pride and achievement.

The registered manager is highly committed to making sure the home is a safe place for young people. She ensures strict adherence to health and safety regulations. The environment is secure and prevents inappropriate visitors accessing the property. The home has an exceptional track record at keeping young people safe. There was a loose carpet on one of the stairs which the manager has already made plans to remedy.

Recruitment practices are excellent with staff being carefully vetted and selected.

Leadership and management

outstanding

The home is managed by an experienced registered manager who has been in post since 2006. She is supported by a committed and experienced team of staff who together create a warm friendly atmosphere for young people to thrive in. The registered manager is proactive in identifying ways to improve records relating to the monitoring of the home. Comprehensive internal monitoring arrangements are

effective in identifying areas for development. Extensive communication with young people, parents and stakeholders ensures their views are taken into account in the way the home is run. The manager and staff team are enthusiastic about, and are committed to, achieving continuous improvement. This means that high quality care practices are maintained and contributes to the positive well-being of young people.

Senior leaders have identified ways of sharing good practice within the company. This ensures staff remain focused on the needs of young people whilst consistently identifying ways of helping young people to flourish.

The provider meets the objectives set out in the home's comprehensive Statement of Purpose. Placing authorities, staff and young people are clear about the services provided and facilities available. The dedicated staff team are meticulous in the care they offer. This involves the regular revision of care plans as young people develop and their needs change. The reward system is a good example of how the staff team use their imagination to encourage young people to address their care needs. This helps keep young people motivated and keen to achieve.

The registered manager actively promotes the personal and professional development of staff, encouraging and supporting them to excel. Staff are eager to learn and receive extensive training. New recruits are well supported to successfully complete their probationary period and keep up to date with the latest legal and professional developments. All staff benefit from regular, comprehensive, high quality supervision. This enables them to carry out their roles to a high standard whilst ensuring young people are afforded the highest quality of care possible. Excellent leadership promotes a strong, dedicated and vibrant staff team leading to highly effective work with young people.

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.