

Children's homes inspection – Full

Inspection date	22/02/2017
Unique reference number	SC062931
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Channels and Choices Kent LLP
Registered provider address	Camburgh House, 27 New Dover Road, Canterbury, Kent CT1 3DN

Responsible individual	Martin Scholfield
Registered manager	Ty Warncken
Inspector	Helen Lee

Inspection date	22/02/2017
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	Outstanding

SC062931

Summary of findings

The children's home provision is good because:

- Most of the young people are settled and happy and enjoy stable placements. They confirmed that they feel that the staff care about them. Staff invest time with the young people. They ensure that they are available to spend one-to-one time with them upon their return from school and actively support them to develop their interests, such as music and swimming. Young people new to the home feel settled quickly due to the welcoming feel of the home.
- The young people are able to develop attachments. They especially enjoy their relationship with the manager. Staff listen to the young people and do all that they can to accommodate their requests.
- A social worker commented, 'He [young person] is doing really well... This home has given him the stability after a series of placement breakdowns. He is engaging with his therapist weekly, which he wouldn't do before.'
- The young people are engaged in education, and one young person is waiting to start at the organisation's school. They all receive the health services that they require. They take part in a range of leisure activities. They engage well with the home's rewards system.
- The young people are safe both inside and outside of the home due to staff supervision and knowledge. However, staffing levels are not consistent with the home's statement of purpose and other documentation. Staff keep consistent boundaries and give clear messages to the children about keeping safe. Risk assessments identify known risks, and guide staff in the control measures to reduce risk.
- Leaders and managers maintain good oversight of the service and monitor the progress made by each of the young people. Research-led attachment practice is implemented by a team of therapists that guides and supports staff and helps young people develop more positive views of themselves.

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) meet(s) 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
11: The positive relationships standard In order to meet the positive relationships standard, with particular reference to the children and young people being helped to develop and to benefit from relationships based on mutual respect and trust and to have positive responses between all the children and young people, the registered person must ensure that staff: (2)(a)(iv) help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; and (xi) de-escalate confrontations with or between children, or potentially violent behaviour by children.	28/04/2017
6: The quality and purpose of care standard In order to meet the quality and purpose of care standard, with particular reference to staff providing the staffing levels as set out in the home's statement of purpose, website and care planning documentation, the registered person must ensure that staff: (2)(a) understand and apply the home's statement of purpose.	28/04/2017

Full report

Information about this children's home

The home is registered to provide care and accommodation for up to four young people who have emotional and/or behavioural difficulties. The home is operated by a private organisation. It offers therapeutic residential care for young people.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/07/2016	Interim	Sustained effectiveness
14/01/2016	Interim	Sustained effectiveness
08/10/2015	Full	Outstanding
23/03/2015	Interim	Improved effectiveness

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Staff invest time with the young people. They ensure that they are available to spend one-to-one time with them upon their return from school, and actively support them to develop their interests, including swimming and music. The inspector was treated to pencil drumming and a guitar lesson during the visit to the home. As one social worker commented of a young person: 'He is doing really well, and they are keeping him contained and he has good relationships with the staff.' Staff work in close partnership with health services to improve the young people's health and well-being. During the inspection, one young person fed back to the manager his experience of an optician's appointment. He was pleased that his eyesight is good and aware that it is changing due to his growing up. Staff consistently encourage the young people to attend routine health appointments. Individual sessions with staff, as well as group discussion on the addictive qualities of smoking, provide information for the one young person who smokes. For those needing additional services, such as therapy, staff provide close support and preparation. The young people fully engage with the in-house therapeutic provision. This is a clear strength with bespoke introductions and tailor-made sessions to suit each individual child and young person. Three of the young people have good attendance at and engage well in their schools. For some, this is excellent progress. One young person newly placed awaits a school placement. Another was voted sports prefect and on to the school council by his peers. A headteacher commented that one boy has 'grown in confidence with both his learning and with the way he manages difficult situations.' This young person stated, 'I am really pleased. I am proud of myself.' An effective key working system provides tailored support through individual action plans and sessions to address specific issues relating to their development. This has been reviewed recently by the manager to enhance the therapeutic working. Young people are aware of the complaints procedure. There have not been any complaints during this inspection period. Priority is given to the needs and wishes of the young people. They confirm that they feel that they have a voice in the home through open discussion with the manager and deputy as well as recorded daily meetings. The young people are supported to develop social relationships within the home, as well as outside. However, some conflicts in the home, although now resolved, did involve a level of harm for one of the boys. This has not yet been reported to those who have parental responsibility for him. The young people have a range of opportunities to take part in planned activities	

and to access community resources. Examples include youth clubs, recording music, swimming, skateboarding, beach walks and the cinema. As a result, young people learn new skills and grow in self-confidence. The young people develop their independence at a pace and level appropriate to their individual ages and circumstances. For some, this may be improving bedroom tidiness, personal hygiene, cooking and exploring relationships with girls safely. Positive working relationships with family members ensure that young people are supported to maintain contact with those who are important to them. Young people enjoy receiving birthday invitations from their school friends.

	Judgement grade
How well children and young people are helped and protected	Good
Staff are appropriately knowledgeable about the specific vulnerabilities of the young people living at the home. The manager ensures that safeguarding procedures are in place and that staff are well versed in them. Knowledge is underpinned by safeguarding training, which includes internet safety, radicalisation and exploitation. Safeguarding scenarios are used at the recruitment stage, and there is a quiz during staff's probation period to help them to develop a good understanding of potential issues. As a result, staff clearly understand their roles in the protection of each young person. Online safety is continually addressed with young people in key working sessions, to raise their awareness of the dangers that they face and to educate them to keep themselves safe. The manager has added further security measures to the home's wi-fi due to one young person accessing inappropriate material. The young people have individualised risk assessments with clear plans to minimise risks. Personalised positive handling plans identify triggers and warning signs, and there are guidelines and strategies to support young people who present challenging behaviour. Physical holds are used only as a last resort and in order to safeguard individuals. Staff completing the log reflect on what happened, the outcome and what could have been done differently. All such incidents are well recorded and effectively monitored by the registered manager. The young people engage fully in the reward scheme and respond well to positive reinforcement. One young person achieved a Star Wars millennium falcon during the inspection, and another is saving towards a trip to LEGOLAND. No young people have gone missing from the home during this inspection period, even though it was a high-risk behaviour for some before being placed here. The staff	

have a good understanding of how to safeguard them, should this happen.

A fourth young person has been recently introduced to the home, and clear plans are made regarding the known vulnerabilities of this young person. The assessments imply one-to-one staffing to keep the young people safe, as does the home's statement of purpose and care planning documentation. However, this ratio is not consistently adhered to.

An experienced safeguarding officer provides the registered manager and staff with advice and guidance in relation to safeguarding concerns, ensuring that appropriate consultation and referrals are made to the local authority designated officer. There have been no such referrals since the last inspection.

The manager, deputy and seniors demonstrate a keen understanding of what is currently going on in the life of the young people, and take appropriate action to ensure that progress is made. Arrangements for recruiting staff are safe and effective. The officer with responsibility for this has recently undertaken further training in safer recruitment. The young people live in a safe environment. They have all individualised their bedrooms, and these reflect their interests. All necessary health and safety certification is in place.

	Judgement grade
The impact and effectiveness of leaders and managers	Outstanding
The young people benefit from effective management and clear leadership. The manager has been in post since August 2014 and is registered with Ofsted. He has completed the level 5 qualification in leadership and management. The previous recommendations have all been met, including safer recruitment and consulting with partner agencies on the location risk assessment. The manager is highly committed to the ethos of the home, which encompasses a therapeutic approach to caring for young people. Additionally, the manager has undertaken the training to become a trainer for the home's behaviour management course and plans to use this to tailor de-escalation for the home. He has also reviewed the key worker action plans. This has refocused the outcomes using the knowledge of the therapy recommendations rather than their being purely action driven. His monitoring reports are detailed, address any areas of weakness immediately and set goals for the ongoing improvement of this service. Staff are motivated and feel valued in their roles, resulting in a stable and consistent staff team. Robust monitoring of staff training needs in regular supervision ensures that training is up to date and relevant to the needs of the young people in the home. The manager ensures that team meetings include	

discussions about issues affecting the young people. Staff receive effective supervision every month. This provides staff with the chance to review and reflect on the young people's progress and needs. It affords staff an opportunity to review their own performance, development needs and the running of the home, and how best to develop and improve the standard of care and support provided. Staff confirmed the importance that they give to supervision and one staff member said, 'The management here are really strict with ensuring that we have supervisions, which is great.' The registered manager feels supported in his role, and staff said that all the managers have an 'open door' policy so that support and advice are always available. Staff enjoy their work and feel part of a strong team. Comments included: 'I get the most support and training here. The team effort is amazing', and 'It feels like a family.'

All staff who are required to have, or are in the process of completing, their level 3 diploma. Staff have recently completed training in behaviour management, and are looking forward to some further attachment training. Ongoing staff development expands the staff team's knowledge and understanding of attachment theory. A renowned academic, specialising in the application of attachment practice, leads this staff development, enabling staff to fulfil the aim of providing a nurturing and therapeutic approach to the young people's care.

There is a team structure which includes two senior roles and an experienced deputy, who is a good role model for both the staff team and the young people. The staff group has recently grown to accommodate the home's expansion from three to four young people. The manager regards his staff group highly and works to ensure that members develop to their potential for the benefit of young people. The impact and effectiveness of his management and leadership are outstanding and motivate and enable the staff to do their best for the young people.

The needs of each child and young person are considered before a new admission into the home is accepted. The newly admitted young person confirmed that everything has been explained to him and said, 'I have settled quickly.' The children's guide has the relevant information, such as the other organisations that children can contact.

Monitoring of the home to maintain high standards of care is robust. Continuous review of records and staff practice by the registered manager contributes to his thorough understanding of activity in the home and of young people's progress. Quarterly internal monitoring reports are detailed and evaluative and there is a focus on young people's progress, achievement and areas for further development. Monthly independent visitor reports highlight any shortfalls and contribute to action for ongoing improvement. A current development plan also highlights particular elements requiring attention.

Staff regularly review detailed care plans. These plans remain live documents, which inform staff about changes to the children's needs and promote a consistent approach to their care. The manager has developed a cue card to make elements of the approach written in an easy-to-find summary for staff to refer to. He wants

to grow this across the home.

Good professional relationships between the home and partner agencies result in highly effective multi-disciplinary working to ensure the best possible care and experiences for children and young people.

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

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