

Children's homes inspection - Full

Inspection date	20/10/2015
Unique reference number	SC064666
Type of inspection	Full
Provision subtype	Children's home
Registered manager	Mr Anjum Khan
Inspector	Janine Shortman-Thomas

Inspection date	20/10/2015
Previous inspection judgement	Improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceeds the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care.	
how well children and young people are helped and protected	Outstanding
the impact and effectiveness of leaders and managers	Good

SC064666

Summary of findings

The children's home provision is outstanding because:

- Young people receive high quality care and support that is specific and individualised to meet their identified assessed needs. This is making a significant difference to all young people's lives, especially for those who have recently joined the home.
- Young people are valued and respected as individuals and, are central to their care planning. Young people report that they are happy and safe and enjoy positive, nurturing relationships with the staff team and each other.
- Staff have undertaken effective training in safeguarding and their application of these principles is excellent. As such young people are kept increasingly safe and protected by staff who are extremely knowledgeable about their safeguarding roles and responsibilities.
- Family members and professionals are exceptionally complimentary about the care and support the staff team provide. Parents have confidence in the care provided and praise the relationships between the staff and their children. They are enthusiastic about the progress their children make and that they are involved in all aspects of their care. Family members and professionals confirm that staff provide a high level of individual care, understand young peoples' needs and keep them safe.
- The manager and staff team have developed extensive and strong links with partner agencies which are used effectively and promptly when required.
- The Registered Manager has a good understanding of the home's strengths and a clear focus on continuing to developing care practice within the home.

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

Recommendations

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

- The registered person should evidence what they have done to achieve engagement with the wider systems, including any actions taken to escalate concerns. This is with specific reference to ensuring each child's placing authority meets their responsibility in providing an opportunity for the child to have an independent return home interview when they return after being missing from home. (The Guide to the Quality Standards, page 11, paragraph 2.3)
- Ensure the home provides a comfortable and homely environment that is well maintained and decorated. This is with particular reference to ensuring cracked ceiling in the kitchen is repaired. (The Guide. Page 15, paragraph 3.9)

Full report

Information about this children's home

This children's home is one of a number of children's homes operated by a private company. The home is registered to provide care and accommodation for two young people with emotional and/or behavioural difficulties. The home enlist the support of a clinical psychologist in their development and implementation for care planning.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
06/02/2015	CH - Interim	Improved effectiveness
31/07/2014	CH - Full	Good
20/03/2014	CH - Interim	Satisfactory Progress
15/05/2013	CH - Full	Good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Outstanding
Young people make excellent progress across all aspects of their social, emotional and academic development. They are extremely well supported by staff who understand them, their lives and their needs well. Staff work closely with a wide range of professionals to help young people to understand their lives and equip them with the necessary skills to move forward. As a result, young people find stability and are more resilient to the challenges they face. This in turn, assists them to better manage their emotions and behaviours and plan more positively for their future. One social worker reported that they were extremely pleased with the progress their young person has made since moving into the home. They said, '(Name) has settled really well into the home. They have developed positive and trusting relationships with the staff team and are now acknowledging that they want to stay there so that they can continue with the positive steps forward that they have made in changing their behaviours so they can return home.' The social worker concluded by saying, '(Name) is back attending school, not using drugs and is not going missing. They are a changed kid.' Staff value and actively promote education. School attendance is high and young people make very good progress. Effective links with schools and education professionals promote a collaborative approach to supporting young people to engage in their learning environment. Staff work hard to re-engage young people in their education from the point of admission. For example, they will remain with young people throughout the school day providing support to help them settle in. This not only enhances their learning experiences but also establishes strong and meaningful relationships with staff. One young person spoke appreciatively about how staff had supported them to get back into education. They also spoke optimistically about achieving their personal goals and recognised qualifications. Staff ensure that young people's health is effectively promoted. They work closely with a wide range of health professionals in ensuring young people receive the help and support needed to maintain good health. Young people routinely attend appointments with the support from staff. Staff provide them with information about a range of issues such as the consequences of smoking and substance misuse, which helps young people make positive choices about their health and well-being. Staff are proactive at helping young people to access specialist health agencies such as the child and adolescent mental health services, when required. This support and effective working relationships with the company's clinical	

psychologist, health professionals and specialist substance misuse services have helped young people to address their substance misuse issues and long standing tobacco addiction.

Contact is promoted and sensitively supported and facilitated for all young people. Family members and professionals are extremely complimentary about this and identify it as a key component of rebuilding and maintaining complex family relationships and improving young people's sense of identity.

Staff have high aspirations for young people. They are strong advocates in ensuring young people receive the services and support they need to meet their individual needs. Young people have a good understanding of what the home can provide and are aware of who can support them should they wish to complain. The Children's Guide, which has recently been reviewed, provides detailed information about the home's aims and objectives and helps young people understand what they can expect in this home. In addition this document includes information on agencies and services that can support young people to make representation if they are unhappy about any aspect of their care planning.

Young people's views are integral to all aspects of care planning. Staff work hard to keep them informed and fully involved in influencing the decision affecting their lives. They continuously talk to young people about their needs, views and wishes and use this information to influence the day to day running of the home. This means young people feel listened to and valued and respected as individuals in their own right.

Staff actively support young people in developing basic life skills. They are provided with ample opportunities to develop skills such as cooking, budgeting and developing their level of independence in preparation for adulthood.

	Judgement grade
How well children and young people are helped and protected	Outstanding
Young people report that they feel safe. They are effectively safeguarded by appropriately trained staff who fully understand and implement their safeguarding duties and responsibilities. Staff have a good understanding of current issues such as going missing and child sexual exploitation. They demonstrate a comprehensive understanding of young people's needs, risks and vulnerabilities, which are detailed in individual care plans and risk assessments. Staff are consistent in their implementation of carefully considered and well-thought-out strategies which are	

designed to effectively manage and reduce young people's risk taking behaviour. The effectiveness of this approach is evident in the significant reduction in risk taking behaviours such as going missing from home, anti-social behaviour and substance misuse. A parent reported, '(Name) is not getting involved in any criminal activities now and they do not go missing. It is like having the old (Name) back.' A social worker said, '(Name) was constantly running away and getting involved with drugs. They are now engaging with the relevant services and there have been no missing from home or substance misuse issues since they joined the home.'

Staff are acutely aware of their roles and responsibilities when young people go missing from home. They attempt to locate young people and will inform parents, the police and placing authorities when this is not possible. Young people are welcomed home on their return and staff make every effort to obtain information about where they have been and what they have done. However, the manager has not ensured that the placing authorities are providing their young people with an independent return home interview. This is a missed opportunity to gain relevant information which could be used inform future risk assessments and care plans.

Young people are encouraged to behave in a manner that is acceptable and safe for them and others. Staff consistently implement behaviour management plans which are individually tailored to each young person's needs. They reward positive behaviour and proportionately challenge unacceptable behaviour using a range of consequences that have been identified and agreed by young people. Young people and professionals confirm that this is having a positive effect on improving behaviour, which they say is much safer and more socially acceptable.

The recruitment and selection of staff is thorough. One member of staff has joined the team following a rigorous and robust recruitment process. Relevant checks are undertaken prior to staff starting work with young people. Staff are subject to a detailed induction plan and probationary period, and they receive appropriate training and support to ensure they are competent in caring for young people safely.

Staff are vigilant and take appropriate steps to verify the identity of visitors. They ensure that they are aware of the fire evacuation procedures and afford them appropriate levels of supervision.

Young people live in a physically safe environment. Health and safety arrangements for the home are thorough including weekly checks to ensure any hazards are detected and addressed. Risk assessments are used to safely manage the environment and draw a balance between safety and supervision. However the practice of wedging fire doors open to aid supervision does potentially compromise the safety of young people. The manager is aware of the need to cease this practice and is currently in the process of purchasing and having magnetic holders

fitted to the doors that when closed compromise supervision of young people.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
Young people live in a home that is effectively managed by an experienced and suitably qualified manager who has been registered with Ofsted since June 2012. The manager is also registered to manage two other homes and is supported in his management duties for all three by a competent and able deputy manager. The responsibility for the day to day management of the home is shared with two experienced and knowledgeable team leaders who are highly motivated and share a common aspiration to deliver an excellent standard of care. The managers' knowledge, skills and experience enables him to provide effective child-centred leadership, a strength that is recognised by a number of stakeholders and partner agencies. Managers have a good understanding of each young person's needs and how good care planning and practice achieve positive outcomes for young people. They are proud of the progress young people make and are aspirational about what they want them to achieve. They actively promote positive care experiences and share exceedingly strong and respectful relationships with young people, staff, parents and professionals. Parents and professionals are extremely positive and complimentary about how the home has contributed to young people's progress and experiences. They attribute this to the stable, dedicated and conscientious staff team who make every effort ensure young people's every need is addressed. One parent said, 'Me and the staff work together and they keep me updated on everything. It is the home that have got (Name) where they are today. They have been absolutely fantastic with them and turned them around.' They went on to say, 'I couldn't ask them to do anything else, I can sleep at night knowing my child is safe and happy.' The staffing levels in the home are sufficient to ensure each young person's individual needs can be met. Staff speak positively about working at the home and confirm that they feel very well supported by their managers. They benefit from regular supervision which enables them to reflect on and develop their practice. A range of handover processes are effectively used to ensure staff are fully aware of the current and emerging needs, risks and behaviours of each young person. A range of mandatory and needs-related training is provided and ensures staff	

practice is current and relevant to each young person.

The manager effectively uses a range of internal quality assurance processes to provide oversight and scrutiny of the home. This is further strengthened by the independent scrutiny by an independent person each month. The manager is proactive in addressing identified shortfalls and has a clear focus on improvement and development.

The manager effectively respond to and, monitors any serious incidents to ensure appropriate action is taken. All significant events relating to the welfare and protection of young people living in the home are notified to the appropriate authorities in a timely manner.

Young people's records reflect their everyday lives and the work that is undertaken by the staff team. Information is stored securely and only shared with authorised persons. This ensures young people's right to privacy is maintained.

Young people live in a large, comfortable home. There is enough space for both communal activity and privacy. The building is situated in an area convenient for public transport and local amenities. Overall the home is well maintained and repairs are undertaken quickly. However, the kitchen ceiling is cracked and in need of repair.

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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