

## Children's homes inspection - Full

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|----------------------------------|----------------------------------------------------------------------------|
| <b>Inspection date</b>           | <b>09/09/2015</b>                                                          |
| <b>Unique reference number</b>   | <b>SC065789</b>                                                            |
| <b>Type of inspection</b>        | <b>Full</b>                                                                |
| <b>Provision subtype</b>         | <b>Children's home</b>                                                     |
| <b>Registered person</b>         | <b>Good Foundations Limited</b>                                            |
| <b>Registered person address</b> | <b>6 Tower Quays, Tower Road,<br/>Birkenhead, Merseyside, CH41<br/>1BP</b> |

|                               |                      |
|-------------------------------|----------------------|
| <b>Responsible individual</b> | <b>Andrew Mannix</b> |
| <b>Registered manager</b>     | <b>Robert Jones</b>  |
| <b>Inspector</b>              | <b>Michelle Edge</b> |

|                                                                                                 |                               |
|-------------------------------------------------------------------------------------------------|-------------------------------|
| <b>Inspection date</b>                                                                          | <b>09/09/2015</b>             |
| <b>Previous inspection judgement</b>                                                            | <b>Improved effectiveness</b> |
| <b>Enforcement action since last inspection</b>                                                 | <b>None</b>                   |
| <b>This inspection</b>                                                                          |                               |
| <b>The overall experiences and progress of children and young people living in the home are</b> | <b>Good</b>                   |
| The children's home provides effective services that meet the requirements for good.            |                               |
| <b>how well children and young people are helped and protected</b>                              | <b>Good</b>                   |
| <b>the impact and effectiveness of leaders and managers</b>                                     | <b>Good</b>                   |

**SC065789**

## **Summary of findings**

### **The children's home provision is good because:**

- Young people are appropriately supported by a committed staff team. They are listened to and encouraged to share their ideas about improvements in the home.
- Young people are making good progress in their education provision.
- Young people are fully supported to attend all health appointments and staff ensure their emotional wellbeing is paramount.
- Young people have access to a wide range of social and recreational opportunities both inside and outside of the home.
- Young people are supported to maintain contact with important people in their lives. This enables young people to maintain their identity.
- Managers regularly review the quality of care provided, identify areas of development, and make improvements.
- Staff receive regular supervision and training to further their skills and knowledge when working with young people.
- The statement of purpose and children's guide are currently being reviewed. They should reflect the ethos and objectives of the home and provide young people with all information they need to know.
- Placement plans and risk assessments do not always provide accurate information about young people's needs and support

## 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 meets 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 with the given timescales.

| Requirement                                                                                                                                                                                                                                                                                                                          | Due date   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 7: The children's views, wishes and feelings standard<br>In order to meet the children's views, wishes and feelings standard the registered person must —<br>2(a) ensure that staff—<br>(c) keep the children's guide and the home's complaints procedure under review and seek children's comments before revising either document. | 30/10/2015 |
| 14: The care planning standard<br>In order to meet the care planning standard the registered person must ensure that each child's relevant plans are followed.<br>(Regulation 14)(2)(c))                                                                                                                                             | 30/10/2015 |
| The registered person must keep the statement of purpose under review and, where appropriate, revise it; and notify HMCI of any revisions and send HMCI a copy of the revised statement within 28days of the revision.<br>(Regulation 16(3)(a)(b))                                                                                   | 30/10/2015 |

### Recommendations

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

- Where the placing authority or another relevant person does not provide the input and services needed to meet a child's needs during their time in the home or in preparation for leaving the home; the home must challenge them to meet the child's needs (see regulations 5(c)). Staff should act as champions for their children, expecting nothing less than a good parent would. The registered person should consider the use of an independent advocate (see paragraph 4.16) if the child's needs are not being met. (The Guide to the Quality Standards, page 12, paragraphs 2.8)

## Full report

### Information about this children's home

- This is a privately owned children's home registered for three young people with emotional or behavioural difficulties.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement   |
|-----------------|-----------------|------------------------|
| 26/03/2015      | Interim         | improved effectiveness |
| 07/10/2014      | Full            | Good                   |
| 13/03/2014      | Interim         | Good Progress          |
| 10/12/2013      | Full            | Good                   |

## Inspection Judgements

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>good</b>     |
| <p>Young people are cared for by a stable, committed and well trained staff team. The home is full of laughter and the atmosphere is very relaxed. During the inspection young people were observed joking with staff, going out to the gym with them and thinking about what reward they may like for engaging well with their tutor. One young person said 'This is my home and the staff are my family', while another young person said, 'I have lived in other children's home, but this is by the far the crown jewels, I love it here.' Because positive relationships are achieved, young people have developed emotional resilience and are able to talk openly about events in their life. Young people said they were able to ask questions or discuss concerns with any of the staff team in a safe environment. This has increased their confidence and identity.</p> <p>Young people are making good progress within their education settings. Two young people have recently started college and talked enthusiastically about their plans for the future, in both computers and animal care. One young person said 'I never thought I would get through school, let alone attend college; I could not have done it without the staff nagging me daily.'</p> <p>Staff work closely with education professionals to ensure young people are provided with the same opportunities as their peer group, to learn and develop. They requested tutoring for a young person whose plans to return to school were delayed and challenged the Local Authority, when it was suggested that one hour a day for three days a week was sufficient. Therefore, young people are supported to reach their full potential. Achievements are celebrated in the home and young people have certificates and awards in their individual files and memory boxes to keep as they progress into adulthood. This reminds young people of the progress they have made throughout their childhood.</p> <p>Young people are involved in the running of the home and discussions take place in their meetings about many aspects of the running of the house, including the types of food being purchased, furnishings within the home and activities. Young people were involved in planning their summer holiday and chose to go to a different entertainment site. Young people said 'We had so much fun. We went to</p> |                 |

the fairground, arcades, beach and it was great, we can't wait to go again next year.' This makes young people feel valued and is teaching them to make decisions that will benefit them in the future.

Progress is evident in all aspects of young people's health because staff are well informed about their needs. Consequently, they are physically fit and their general health is regularly reviewed. Staff ensure that young people's emotional well-being is thoroughly addressed. They work closely with external agencies, for example therapists and when young people refuse to attend, staff still make use of the appointment and discuss any further support systems that may be beneficial. This ensures that young people are receiving the right levels of support to improve their emotional well-being.

Young people are supported and encouraged to maintain and develop family contacts and friendship, in accordance with their care plan and placement plans. The staff are pro-active in their approach and have helped in some cases build back up relationships with family members. For example, one social worker commented that 'the staff team work hard with dad to help him understand the importance of setting appropriate boundaries. Contact has already improved and the quality is much better.' Staff supervise contact sessions, when appropriate, and ensure that young people's needs are being met throughout the visit. Family and friends are encouraged to visit young people in their home and have enjoyed meals together or participated in activities as a family. This ensures that young people maintain relationships with people who play a significant role in their lives.

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Judgement grade |
| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>good</b>     |
| <p>Staff understand the importance of safeguarding and encourage young people to take appropriate risks as part of normal growing up. For example, visiting the local shops or going out with friends. When young people are out in the community staff maintain regular contact and if young people do not respond to telephone calls, staff will take immediate action and try to locate them. Although young people said 'it can be annoying when they ring you all the time', they understood why staff take action and ensure their safety at all times.</p> |                 |

There have not been any incidents of missing, child sexual exploitation or substance misuse in this home for some time. There are clear policies and procedures in place for tackling such risks, and staff receive effective training to ensure that they fully understand their responsibilities in relation to safeguarding. They are vigilant to any signs which could suggest that a young person is at risk and are clear in relation to what action they would take. Staff spoken with during the inspection demonstrated a good understanding of Child Sexual Exploitation (CSE) and what action to take in the event of a concern. Good quality, and informative project work has been undertaken with young people to ensure they understand CSE and how to keep themselves safe both in the community and online. One young person said 'I already understood what CSE meant, but staff just wanted to help me understand more'.

Negative behaviour displayed by young people is addressed by the manager and staff team using a restorative approach. This approach encourages young people to reflect on any concerning or risky behaviours and take responsibility for their actions, while gaining an understanding of the impact of their behaviours on others. For example, young people have been involved in repairs to the home when they have caused damage. This promotes a sense of personal responsibility for young people and their actions. Restorative approaches improve the emotional well-being of young people and develops skills that will continue to benefit them in adult life.

Risk assessments are in place and outline measures needed to support the young people in their environment, in the community and during activities. They highlight the reduction in risk taking behaviours, including drug and alcohol misuse and also showed the progression a young person had made in regards to missing from care episodes. They are regularly reviewed and updated and discussed as part of a comprehensive handover. This ensures that the welfare and safety of the young people is promoted and staff are consistent in their approach

Young people know how to make a complaint but do not feel that they need to use a formal approach. Young people said they would talk to staff or the manager and all issues were dealt with fairly and resolved quickly. Staff encourage young people to voice their grievances no matter how small. This shows young people that their views are important. For example, young people had raised a concern about needing a new shower in their bathroom. There are now plans in place for the bathroom to be renovated.

The manager gives careful consideration to any new young person living in the home. This ensures the group is compatible so friendships can be promoted and

individual needs can be met. If young people move in on an emergency basis, the manager still compiles an assessment to ensure they can provide a safe, nurturing environment to the young person where their needs can be met. Young people are provided with opportunities to visit and meet the staff, before they move in, which helps with the transition process. Feedback from social workers, carers and education professionals were all very complimentary about the service being provided. One parent said 'My son has made so much progress since he has moved here; I cannot thank the staff team enough.'

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>good</b>     |
| <p>The home is effectively led by a motivated and committed Registered Manager who has high expectations and aspirations for young people. The manager has been registered with Ofsted since 2007. He has the relevant management qualifications to undertake the role and has worked in social care for many years. He believes in leading by example and is actively involved in all of the home's operation, including covering some shifts and completing health and safety checks. This enables him to monitor everyday practice in the home as he works alongside colleagues and young people.</p> <p>Staffing levels are sufficient and staff possess the competencies, skills and knowledge needed to look after young people. Staff feel supported by the management team and receive regular supervision. One staff member commented that supervision was 'useful and provided an opportunity to discuss their concerns and areas of good practice'. Regular team meetings focus on young people's needs and any current concerns or issues. They also focus on positive outcomes and achievements for all young people. Young people benefit from staff that are trained, knowledgeable and able to support their individual needs.</p> <p>The service has well established networks and relationships with a range of agencies and professionals who are involved in meeting the needs of young people. Staff work closely with teachers, social workers, health professionals as well as maintaining links with agencies with lead child protection responsibilities. Feedback from all involved was very positive and they all commented on the commitment and dedication of the staff team and the effective communication with</p> |                 |

the managers.

The Manager has challenged the local authority around care plans not being made available to the home. However when the social worker failed to provide this, no further action has been taken, despite it being in the young person's best interest. Managers should act as champions for their young people, expecting nothing less than a good parent would and further discussions needed to take place with the social worker or their manager to resolve issues.

The statement of purpose has been updated but does not reflect the ethos of the home and is more generalised about the organisation. The manager had already identified this and was in the process of updating this. He was also in the process of reviewing, the children's guide and complaint's procedure as these do not provide young people with up-to-date information explaining clearly processes and use adult terminology.

The homes notification system is robust. Leaders and managers fully co-operate with external professionals such as the Local designated officer, the police and health professionals. The manager also ensures that HMI are kept informed of serious incidents in relation to the safety and well-being of young people. This enables the regulator to effectively carry out its safeguarding responsibilities to ensure that young people are protected from harm.

## 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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