

SC067810

Registered provider: Lily House

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately run home provides care and accommodation for up to seven young people who have emotional and/or behavioural difficulties. In addition to having two other children's homes, the company is also a registered education provider.

Inspection dates: 10 to 11 July 2018

Overall experiences and progress of children and young people, taking into account **good**

How well children and young people are helped and protected **good**

The effectiveness of leaders and managers **good**

Date of last inspection: 14 February 2018

Overall judgement at last inspection: Improved effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/02/2018	Interim	Improved effectiveness
07/06/2017	Full	Requires improvement to be good
09/02/2017	Interim	Declined in effectiveness
30/08/2016	Full	Good

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

Recommendations

- Ensure that young people continue in full-time education, an apprenticeship or traineeship, or a combination of education and training or apprenticeship, while they are of compulsory school age. ('Guide to the children's homes regulations including the quality standards', page 28, paragraph 5.16)
- Ensure that young people develop skills to have positive relationships with others, including those outside the home, and learn to resolve conflict positively. ('Guide to the children's homes regulations including the quality standards', page 38, paragraph 8.6)
- Ensure that the workforce development details the process for managing and improving poor performance as well as the process and timescales for supervision of practice. ('Guide to the children's homes regulations including the quality standards', page 53, paragraph 10.8)

Inspection judgements

Overall experiences and progress of children and young people: good

Young people receive good individualised care from staff and managers who understand their needs. As a result, young people have positive experiences and make good progress from their challenging starting points.

A good admission planning process ensures that only young people whose needs can be met by the staff team are admitted to the home. Consequently, there has been a significant reduction in the number of placement disruptions since the last inspection. Staff and managers support the young people in line with their care plans. Plans are reviewed regularly to evaluate the impact the home is having on the young people.

Young people are in good health and any health concerns are addressed. Young people's emotional well-being is well supported by staff and managers who utilise the in-house psychologist to find ways to engage the young people. Young people also have access to specialist services, such as the child and adolescent mental health service. Staff and managers are finely attuned to the young people's emotional needs and help reduce disruptive outbursts in the home.

Young people subject to youth offending referral orders are actively supported by the staff team to engage with the terms of their order. A youth offending officer stated that he has no concerns about a young person completing his order with the staff's support.

Young people benefit from meaningful key-working sessions that focus on helping them understand the value of making good decisions in important areas of their lives. Young people build positive relationships with the staff and managers, who encourage them to develop their self-awareness and self-esteem. Young people are supported to learn coping skills and cultivate their resilience.

Young people's education attendance and attainment progress have been mixed, although recent improvements have been made. School professionals state that there is good collaboration with the home to support the young people's emotional and learning needs. Plans are in place to meet the needs identified in the education, health and care plans. However, there is room for improvement in helping young people improve their attendance and preparing them for their next stage of education or training.

Contact with family members is managed in such a way that promotes positive experiences for the young people. They are appropriately supported to have safe and meaningful contact with those who matter to them. Careful consideration is given to situations where restrictions around contact are necessary to promote the young person's well-being.

Young people know how to complain. Complaints are adequately handled in line with the appropriate procedures. They are properly investigated with a clear outcome, and reflect a child-centred approach to resolving the identified issues.

Young people are taught independent living skills. Their achievements are celebrated. They are treated with dignity and empathy, and their cultural identities are respected.

The views of social workers, an independent reviewing officer, schools and other professionals are largely positive about the home's partnership working and the level of support provided to the young people.

Young people have a say in their care planning. A young person stated that there was nothing he wanted to change about the home.

How well children and young people are helped and protected: good

Young people are helped and protected from harm by staff and managers who understand their vulnerabilities. A young person stated he felt safe in the home and was able to identify trusted adults he could speak with.

Young people's risk and health assessments are routinely updated. Staff and managers work to the support plans stemming from these assessments. As a result, young people are kept safe and helped to reduce their risk-taking behaviours.

Incidents of young people going missing from the home have decreased since the last inspection. When young people do go missing, staff consistently follow agreed procedures. Return home interviews and strategy meetings take place, and any emerging factors that may increase the young person's vulnerability are assessed and discussed by the whole staff team, which takes effective action.

Staff make efforts to raise young people's awareness of the risks of cannabis use and its potentially negative impact on their health and emotional well-being. Staff have also carried out appropriate room searches and sought intervention from the local police and the community substance misuse service. A professional from the drugs service stated that one young person 'engaged well' with his programme and eventually stopped using cannabis as he came to recognise its impact on his health and his sporting achievements.

On the whole, staff and managers work to the home's behavioural management strategy, which is child-focused. As a result, since the last inspection there has been a

substantial reduction in the use of restraints and in police attending the home to manage challenging behaviour. Staff are suitably trained in the use of physical intervention and only use restraint when absolutely necessary. Restraint recording is good and includes a debriefing with the young people concerned. Managers review these records to ensure that practice remains appropriate.

The home promotes positive behaviour through rewards. The home strives to effect change through building secure relationships to sustain the improvement made. Young people are encouraged to develop positive behaviour in and out of the home. However, there is room for improvement in helping them to develop a deeper understanding of the impact of anti-social behaviour and to be able to resolve conflict constructively with others outside of the home.

Investigations into serious incidents or allegations of harm are shared with the appropriate agencies and are handled robustly in line with the statutory guidance. Social work professionals, including the designated officer, and parents stated that they have no safeguarding concerns about the home.

The effectiveness of leaders and managers: good

The home is managed effectively by an experienced permanent manager who leads by example and models strong, consistent leadership. As a result, the home is achieving its aims and objectives as set out in its statement of purpose.

Safe recruitment procedures are in place, and the home is sufficiently resourced to meet the young people's needs. Staff who do not have a level 3 qualification or the equivalent are currently enrolled on an appropriate course.

The registered manager's evaluation of the home's strengths and areas for further improvement is underpinned by the quality standards and informs the overall development plan for the service. The registered manager makes accurate assessments of the young people's needs and ensures that the care plans reflect the support required.

Staff receive regular supervision and appraisal, which they describe as helpful to enhancing practice. Staff are challenged on any gaps in their performance. Feedback from the young people is incorporated into staff appraisals. Staff have access to a range of training which keeps their skills up to date.

The home's workforce development plan is comprehensive. However, it does not detail the process for managing and improving poor performance as well as the process and timescales for supervision of practice. This has not had a negative impact on the staff and managers' understanding of the expectations placed upon them.

Staff and managers maintain a homely environment. They work in partnership with families and professionals to promote good outcomes and positive experiences for the young people, and are committed to supporting the young people as any good parent would be.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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.

Using the 'Social care common inspection framework', this inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

Children's home details

Unique reference number: SC067810

Provision sub-type: Children's home

Registered provider address: First Floor, 172 Hoe Street, Walthamstow, London E17 4QH

Responsible individual: Herman Allen

Registered manager: Michelle Nicholson

Inspector

Linda Kim-Newby, social care inspector

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