

Children's homes inspection - Full

Inspection date	10/06/2015
Unique reference number	SC356565
Type of inspection	Full
Provision subtype	Children's home
Registered person	Eagle Children's Home
Responsible individual	Ms Millicent Vernon
Registered manager	Ms Millicent Vernon
Inspector	Ms Julia Wright

Inspection date	10/06/2015
Previous inspection judgement	N/A
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	Requires improvement

SC356565

Summary of findings

The children's home provision is good because:

- Young people receive good individualised care from a small committed staff team. Care planning is personalised reflecting young people's history, identity and current needs. Consequently, young people make progress from their starting points.
- Positive relationships exist between young people and staff. Young people know that staff care about them and are interested in their well-being.
- Staff work well together to consistently support young people's behaviour. An incentive scheme supporting positive behaviour is effective.
- The atmosphere in the home is calm and friendly. Staff work with young people to promote harmonious living.
- Good multi agency working reinforces young people's safety and progress.
- The Registered Manager ensures that the focus of care is on young people's safety and welfare.
- Education is prioritised and young people have good attendance.
- Young people are supported to meet their health needs. Staff ensure all relevant support services are in place.
- There are shortfalls in a few areas of practice, for example the Statement of Purpose does not reflect the service currently provided. There is an incomplete location risk assessment, the service does not prioritise area for development and a staff appraisal system is not in place.

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
In order to meet the leadership and management standard with particular reference to demonstrating that practice in the home is informed and improved, the registered provider must (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home (regulation 13 (h)).	28/08/2015
The registered person must (a) keep the statement of purpose under review and, where appropriate, revise it; and (b) notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (3)(a)(b))	28/08/2015
The registered person must ensure that all employees have their performance and fitness to perform their roles appraised at least once every year (Regulation 33 (4) (c))	28/08/2015
The registered person must review the appropriateness and suitability of the location of the premises used for the purposes of the children's home at least once in each calendar year taking into account the requirement in regulation 12(2)(c)(the protection of children standard. When conducting the review, the registered person must consult and take into account the views of, each relevant person. (Regulation 46 (1) (2)).	28/08/2015

Full report

Information about this children's home

The children's home is run by a private organisation and is registered to provide care and accommodation for two people with emotional or behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
19/03/2015	CH - Interim	Improved effectiveness
04/06/2014	CH - Full	Adequate
13/01/2014	CH - Interim	Satisfactory Progress
18/07/2013	CH - Full	Good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	good
Young people develop positive, warm and nurturing relationships with staff. They are treated with dignity and respect. They say, 'It is good here. I am OK'. Social Workers say, 'Staff offer a very responsive service. I am pleased with how well my young person is doing'. Considering their starting points, young people make progress in all aspects of their care. Given their past experiences, young people find trusting adults difficult and staff work hard to build this. Young people develop warm relationships with staff that enhance their development. They know that staff care about them and enjoy spending time with them. Staff focus on providing a homely, supportive atmosphere where young people have opportunities and can thrive. There is a positive atmosphere of banter and enjoyment. A family member said, 'This is the best place he has lived'. Young people have had considerable gaps in their education. They have worked with staff to return to school enhancing their learning and social integration. Where school placements are part time, school and education liaise effectively to build on progress and identify areas of additional support. Education staff say, 'There have been big changes in a short time. Staff are working hard with the school, and young person, to make things work'. Staff prioritise young people's health. Young people have access to all basic health. Where they struggle to attend health appointments, staff are vigilant in continuing to support and promote young people's self-management of their health care. Staff identify where young people will benefit from specialist services such as Child and Adolescent Mental Health Services. They pursue appointments and information for young people's benefit. Where young people do not want to engage with specialist services such as drug workers, young people begin to listen to advice from staff and understand that adults are available to support and assist them. Young people enjoy a good standard of living. Staff promote a good quality of life including a range of activities. Young people often prefer to see their own friends but they are responsive to staff suggestions of activities such as going to the gym, sports, and music events. The quality of the relationships between young people and staff enables them to understand the choices they have and changes they could make to improve these. They have aspirations for the future and they harness staff support to work towards these. Where barriers such as involvement with anti-social behaviour continues, young people learn that these may prevent	

them achieving goals. Staff act as positive role models and direct them towards positive community events.

Given their ages and stage of development, young people learn appropriate self-care and independence tasks, such as looking after their rooms, laundry and cooking. Young people develop confidence and self-esteem as their skills grow. They are better prepared for semi-independent living in the future.

Professionals and family say that young people's behaviour has improved. Young people know how they should behave in the home and community. They develop an understanding of boundaries. Incidents have decreased markedly as young people learn to self-regulate their behaviour. Young people learn citizenship skills and adapt to societal expectations.

Whilst young people's meetings are held, young people prefer the daily dialogue with staff in place of formal meetings. Young people are involved in the day to day life of the home. Menus reflect individual choice. Their views about all aspects of their care are sought. Young people's diverse needs are understood and promoted.

Young people are involved in their care planning and understand when professionals are concerned about risk taking behaviour such as missing from care. They understand the consequences of this behaviour, and work with staff and other professionals to channel their behaviour into positive goals.

Contact arrangements between young people and their family and friends is promoted wherever possible. Young people retain connections with important people in their lives enhancing their understanding of their identities.

	Judgement grade
How well children and young people are helped and protected	good
Young people are increasingly safe as staff help them reduce risk taking behaviour for example drug use and being away from the home for long periods. A Social Worker said, 'Staff do everything they can to reduce missing incidents. Although it still happens, it is far less than previously'. Young people's safety is promoted as staff are responsive. They ensure that speedy and appropriate steps are taken whenever young people's safety is compromised. For example where young people go missing, staff ensure that multi- agency meetings take place. Young people's welfare is promoted by	

effective team work with other professionals and, where appropriate, family members. Young people are included in meetings about their risky behaviours. They begin to understand why adults are worried about them and the implications this has for their current and future opportunities. They learn to understand changes that have to be made to avoid mistakes in later life. Relationships with and trust in staff promotes this understanding. Safety is promoted as young people listen to trusted adults and invest in their lives at the home.

Young people are reassured that staff are there to support them. Staff are suitably trained in techniques of physical intervention and de-escalation. They identify the triggers of escalating behaviour. Young people learn to self-regulate and take responsibility for their behaviour. Where physical intervention is used, records are completed promptly. Young people are spoken to after the event and can record their views. They learn why an intervention was necessary and how to change their behaviour in the future.

Positive behaviour management is a strength of the home. Staff work well together to manage consistently young people's challenging behaviour. Young people like the incentive scheme put in place by staff. They understand adult expectations of their behaviour in the home and community. They review the progress of their incentives towards gaining a reward. They learn about citizenship and societal expectations of reasonable behaviour. Whilst incidents of challenging behaviour do occur, these have reduced.

Staff are knowledgeable about safeguarding procedures. They know what to do if a young person goes missing. When this happens, young people know that they are welcomed home and that the home is a safe place to be.

Young people are further protected by the links staff have with local police. Young people experience police officers as visitors to the home and understand their role in the community enhancing their sense of how society works.

Young people's safety is promoted through the appropriate vetting of staff. There are effective and safe recruitment practices in place meaning that young people are protected from adults who may wish to harm them.

Young people benefit from living in a home that has a safe and secure environment. Regular checks ensure that the equipment works well and poses no risks to young people. Fire drills are regularly completed and fire equipment serviced to ensure that it functions properly. All staff and young people are conversant with the fire drills and the need for evacuations from time to time to maintain vigilance and safety for all.

	Judgement grade
The impact and effectiveness of leaders and managers	requires improvement
The Registered Manager is a qualified Social Worker. She has been the Registered Manager of the home for almost three years. There are a number of areas that require improvement. The Statement of Purpose does not accurately reflect the current service provided to young people. For example it states that the home provides short to medium term care for young people whereas the current residents are in long term placements. By accurately describing the service provided by the home, young people will read in the document how staff are able to meet their needs for long term care. The Registered Manager welcomes external scrutiny. Monthly independent monitoring visits inform the Registered Manager of progress and areas for development of all aspects of young people's care. Whilst the Registered Manager has a clear understanding of the strengths of the service and areas for development, these are not prioritised in the development plan for the home. Young people are excited about the possibility of a games room for example, but a lack of clarity about planning and development may be disappointing for them. There is an incomplete location assessment. Whilst there is evidence of collaborative working with police, health, education and children's services, a location risk assessment is required to ensure that all areas relating to young people's safety are fully explored. There have been improvements in the provision of staff supervision. All staff receive supervision monthly in line with the organisation policy. This provides staff with opportunities to discuss any concerns they have about practice or young people's needs. Young people receive good coordinated care as staff are supported and challenged. However, there is a shortfall in staff having annual appraisals. Young people benefit if staff have their performance and fitness to perform their roles appraised annually. The Registered Manager remains committed and focussed on the needs of young people. She drives forward the progress of young people by oversight of all areas of their development. Young people's records are well maintained. Daily logs record young people's achievements and difficulties. The Registered Manager reviews young people's care and placement plans. Their welfare is promoted by the swift identification and rectification of any shortfalls of information or action. Liaison with professionals and family is strong. Professionals say that they are kept informed and know the progress and difficulties young people face. Young people know that adults talk to each other and they are reassured by a coordinated approach which responds to their needs.	

Young people benefit from a suitably qualified and mixed experienced staff team. Where staff do not have the necessary level 3 diploma qualification, plans are in place for this training to begin. Staff have a thorough induction and say that they feel prepared for working with young people. Young people are supported by staff who have the skills, abilities and interest to meet their needs.

Young people have positive relationships with neighbours. The home is situated in a quiet, comfortable residential area. Complaints are rare. Young people learn about community responsibility and respecting other people.

A requirement made at the last inspection has been met as monthly staff supervision is undertaken.

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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