

SC362094

Registered provider: New Horizons Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is registered to provide care for up to two young people who have emotional and/or behavioural difficulties.

Inspection dates: 29 to 30 November 2017

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 **requires improvement to be good**

The children's home provides effective services that meet the requirements for good.

Overall judgement at last inspection: Sustained effectiveness

Date of last inspection: 7 February 2017

Enforcement action since last inspection:

None

Key findings from this inspection

This children's home is good because:

- Young people develop positive relationships with staff.
- Young people confide in staff. Staff listen to young people and act on their

views.

- Young people make good progress.
- Staff have clear strategies to keep young people safe. Staff understand and manage risk well.
- Staff are committed to meeting young people's individual needs.
- The registered manager advocates strongly for young people.
- Staff support young people to stay in touch with their families.
- Social workers and teachers talk positively about the home.

The children's home's areas for development:

- Admissions processes have not always been clear. This has led to a young person whose needs the staff cannot fully support being admitted to the home.
- Managers and staff do not always record information relating to complaints well.
- The policy for the administration of medication is not clear.
- Managers do not follow safer recruitment procedures consistently.
- Young people's case files do not contain all of the required documentation.
- Supervision records lack detail.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/02/2017	Interim	Sustained effectiveness
23/05/2016	Full	Good
18/01/2016	Interim	Improved effectiveness
06/08/2015	Full	Requires improvement

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

Statutory requirements

This section sets out the actions that the registered person(s) must take to meet 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
The protection of children standard is that the registered person must ensure that staff assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if, necessary, make arrangements to reduce the risk of any harm to the child. (Regulation 12 (2)(a)(i)) This is with particular reference to pre-placement planning, assessing the risks of the impact of admitting new young people into the home.	31/01/2018
The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39 (3))	31/01/2018
The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home. (Regulation 23 (1))	31/01/2018
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. Full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1)(3)(d))	31/01/2018
The registered person must maintain records ("case records") for each child which include the information and documents listed in Schedule 3 in relation to each child; and are kept up to date. (Regulation 36 (1)(a)(b))	31/01/2018

Recommendations

- Staff should be familiar with the home's policies on record keeping and understand the importance of careful, objective, and clear recording. Staff should record information on individual children in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information about the child must always be recorded in a way that will be helpful to the child. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)
- A record of supervision should be kept for staff, including the manager. The record should provide evidence that supervision is being delivered in line with regulation 33 (4)(b). ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.3) In particular, ensure that supervision records are sufficiently detailed, show that staff have the opportunity to reflect on their practice and identify future developmental and training needs.

Inspection judgements

Overall experiences and progress of children and young people: good

Young people are proud of their home and want to keep it clean and tidy. Staff encourage young people to take responsibility for some of the household chores. Undertaking such tasks helps young people to develop confidence and learn new skills. One young person said, 'I will be able to look after myself when I get my own place.' His grandmother described how in the past he used to 'have things everywhere', but he has learned to be organised and will now put things away.

Staff genuinely care for young people and this helps the young people to feel secure and safe. A grandparent said, 'Staff want the best for him.' Good standards of care protect young people and promote their welfare.

Young people said that they feel comfortable talking to staff. Staff listen and help young people to work through any worries that they may have. This helps young people to feel safe and secure. One young person said, 'I can talk to any of the staff and they listen, then try to help me. Here, everyone cares. I like living here. I am doing well here and I am happy; if I need anything, I just have to ask.'

Staff support young people to maintain good links with their families. This applies to all the young people, including those who live a long way from home. Young people enjoy returning to their home area to see their family and appreciate being able to talk regularly to family members on the telephone in between visits. As a result, young people feel less isolated.

Staff provide young people with good routines. Young people benefit from individualised care from staff who know them well. The inspector observed young people interacting

well with each other and staff. Young people feel relaxed and comfortable in their home.

Young people enjoy a range of activities and have positive experiences. Staff actively research different leisure activities for young people to get involved in. Young people enjoy going fishing and show great patience in their quest to catch a fish. One young person enjoyed singing at a karaoke event, which boosted his confidence. Social activities enable young people to develop new skills while having fun.

Education is a high priority. As a result, young people learn to value their education. Staff support young people with their learning, they ensure that young people attend school regularly and they encourage young people to develop ambitions for the future. One young person has made excellent progress from his starting point. Historically, the young person did not attend school, and now he is planning to sit five exams. The young person regularly receives achievement certificates, which he is immensely proud of. Consequently, young people's confidence blossoms.

Staff support young people to maintain good health. They encourage young people to attend routine appointments. When young people refuse, staff persist, and this yields good results. For example, one young person has now been to the dentist, after previously refusing three appointments.

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

Staff work hard to keep the young people safe. Young people do not go missing from the home as often as they once did. In fact, there has been a significant reduction in such incidents. On the rare occasions when young people leave without permission, staff follow them and encourage the young people to return. Staff liaise appropriately with the police and seek support to reduce the risk of harm to young people. Because of the actions that staff take, young people recognise that staff care about them.

Young people have regular key-worker sessions with staff. The young people value the opportunity to talk with their key workers. For example, one young person said that these sessions help him to recognise the impact that his behaviours have on other people. Individual work with young people enables young people to share their worries and seek reassurance from staff.

Staff take prompt action when young people present challenging behaviour. When young people cause damage to the home, staff ensure that this is repaired quickly. This minimises the impact on other young people. Staff ensure that they regularly update young people's individual risk assessments. They involve key professionals in this process. Good risk assessments provide staff with strategies to minimise risk and keep young people safe.

Although there have been some occasions when police have been called to the home, officers reported that, 'Staff have dealt with matters proactively and have engaged well with police throughout.'

When young people make a complaint, records do not show how staff support the young people. Furthermore, on some occasions there is a lack of sufficient management oversight to ensure that complaints are thoroughly investigated. As a result, it is not always clear whether young people receive a satisfactory outcome and whether steps have been taken to prevent the same situation from happening again.

The effectiveness of leaders and managers: requires improvement to be good

The registered manager is suitably qualified. She has 24 years' experience of working within residential childcare. There is a stable core team of staff, most of whom have been in post for many years. Consequently, young people receive consistent care. Committed staff help each young person to develop positive and trusting relationships. This provides a platform from which young people make progress in different aspects of their development.

Managers and staff meet regularly with the organisation's therapist and other key professionals, to review young people's progress and needs. The registered manager listens to young people and challenges placing authorities when this is necessary. This ensures that young people get prompt access to the support and services that they need.

The registered manager's decisions regarding which young people should be admitted to the home are sometimes overruled. On one occasion, a senior manager made a decision to admit a young person whose needs staff could not fully meet. Although the young person has made some progress, and despite the best efforts of staff, staff cannot always manage his behaviour safely. As a result, the young person's placement is ending early. The registered manager has taken steps to resolve this issue. As a result, she has received assurances from senior managers that, from now on, she will be responsible for decisions about new young people coming to live at the home.

Procedures for the safe administration of medication require greater clarity. This is with particular reference to how staff record that the medication has been administered, and how many staff are required to do this.

The registered manager does not always ensure that pre-employment checks are thorough. Consequently, some staff files lack some of the required checks.

Young people's case files do not contain all the necessary documentation. Minutes from young people's statutory review meetings, care plans and health and education records are not up to date. Although the registered manager and staff request these documents from the placing authority, they fail to adequately follow these requests up. A lack of sufficient records has the potential to undermine staff's ability to provide care in line with the placing authorities' plans.

This inspection identified some shortfalls in recording. For example, records of restraints

and complaints do not always contain sufficient detail. This inhibits the manager's ability to monitor incidents effectively. Furthermore, recording by staff of specific incidents was not always clear and objective.

Staff receive regular supervision. However, supervision records do not always accurately reflect the discussions held. These brief records do not show that staff have the opportunity to reflect on their practice and learn lessons when incidents happen.

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: SC362094

Provision sub-type: Children's home

Registered provider: New Horizons Childcare Ltd

Registered provider address: Keys Attachment Centre, Hurstwood Court, New Hall Hey Road, Rossendale BB4 6HR

Responsible individual: Christine Bird

Registered manager: Louise Tolley

Inspector

Balsinder Jaspal-Mander, social care inspector

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