

Children's homes inspection – Full

Inspection date	16 May 2016
Unique reference number	SC372613
Type of inspection	Full
Provision subtype	Children's home
Registered person	Bryn Melyn Care Limited
Registered person address	2 High Street, Dawley, Telford, Shropshire TF4 2ET

Responsible individual	Mr James Flanagan
Registered manager	Margaret Bester
Inspector	Dawn Bennett

Inspection date	16 May 2016
Previous inspection judgement	Declined in effectiveness
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	Good

SC372613

Summary of findings

The children's home provision is good because:

- The new manager has significantly improved leadership, organisation and consistency in staff practice and staff support since starting in post.
- The new staff team is stable. The members of the team are well qualified and have a range of previous work experience. They are working effectively to meet the identified needs of young people.
- The regional team, registered manager and staff team have successfully stabilised this service. They have identified and effectively addressed previous shortfalls. They have supported a young person, whose needs could no longer be met by the service, to move on.
- The young person in placement is making good progress. He is now in full-time education without residential staff support. He is socialising and is an active member of a number of community-based clubs. The progress he has made means that he is now ready to move on, in line with his local authority plan.
- Challenges working with a placing authority have been difficult to address. This has affected communication and partnership work.
- Some staff are not receiving regular supervision to support the development of their work practice.
- Records of restraints and rewards are not detailed and do not accurately reflect the staff team's good practice.
- The home has recently undergone some refurbishment. Work remains ongoing. This means that young people are not yet benefiting from a comfortable environment that enables them to relax and socialise.

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 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 must comply with the given timescales.

Requirement	Due date
Regulation 5: engaging with the wider system to ensure that each child's needs are met In order to meet the engaging with the wider system standard, the registered person must ensure effective partnership working with placing authorities. 5. In meeting the quality standards, the registered person must, and must ensure that staff: (a) seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans (b) seek to secure the input and services required to meet each child's needs (c) if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans (d) seek to develop and maintain effective professional relationships with such persons, bodies or organisations as the registered person considers appropriate, having regard to the range of needs of children for whom it is intended that the children's home is to provide care and accommodation.	30 June 2016
The registered person must ensure that: (a) Within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes: (i) the name of the child (ii) details of the child's behaviour leading to the use of the measure	30 June 2016

(iii) the date, time and location of the use of the measure (iv) a description of the measure and its duration (v) details of any methods used or steps taken to avoid the need to use the measure (vi) the name of the person who used the measure ('the user'), and of any other person present when the measure was used (vii) the effectiveness and any consequence of the use of the measure (viii) a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure. (Regulation 35 (3)(a))	
The registered person must ensure that all employees: (b) Receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))	31 July 2016

Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Ensure that the home maintains a domestic rather than an institutional impression. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9)
- Ensure that the registered person learns from disruptions and placement breakdowns and proactively implements lessons learned and sustains good practice. ('Guide to the children's homes regulations including the quality standards', page 55, paragraph 10.24)
- Ensure that staff understand the system for rewarding and celebrating positive behaviour and recognising where children have managed situations well. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.39)

Full report

Information about this children's home

This home is registered for two children and young people with emotional and/or behavioural difficulties. It is owned and managed by a private company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
20 January 2016	Interim	Declined in effectiveness
19 May 2015	Full	Requires improvement
12 February 2015	Interim	Sustained effectiveness
30 July 2014	Full	Adequate

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Young people make good progress in most areas of their lives, and are supported by a staff team who effectively meet their needs. The new registered manager and responsible individual have been proactive in identifying that one young person's placement could no longer be sustained. The staff team supported him to move on to a service that could better meet his needs. In the interim, the staff team effectively managed very challenging incidents of aggression and sexualised behaviour. This was further supported by the organisation funding additional staffing levels. There is currently one young person living at the home. He described having positive relationships with staff stating: 'The manager and staff team have been really good to me. The staff are nice and kind and the manager is really understanding. She listens to my point of view but also expects me to do well. As a kid in care you want a manager who will listen and be reassuring.' Staff effectively influence young people and increase their opportunities and horizons. For example, young people now engage on a regular basis with therapy and health appointments. Young people recognise the progress they have made. The young person stated: 'I am now attending full-time education without staff support. I go to football club and youth group every week. I have learned lots of life skills ready for when I leave the home.' Young people and their families are valued and listened to. The staff team has good insight into the particular needs of young people living a long way from home and it promotes family relationships. Staff provide transport and supervision where necessary. They are good at ensuring that visits take place and are successful. Young people are actively involved in the life of the home. Although the relationship with each other was at times tempestuous, staff persevered with regular consultation meetings. Where these were not successful, they consulted each young person individually to seek their views and opinions. Young people influence activities, plan menus and chose decor and pictures. During the inspection, the young person discussed going out to buy some new garden furniture and a barbeque. Staff help young people to move on and out from the home in line with their plans. Young people learn age-appropriate life skills as part of the home's normal routine. Young people see this as a normal part of the day, as well as being enjoyable. For	

example, booking doctor's appointments, doing the food shop and using public transport. Staff promote this independence and are very proud when young people successfully achieve skills on their own.

	Judgement grade
How well children and young people are helped and protected	Good
Young people are safe and have stopped some high risk behaviours. The new registered manager and staff team have reviewed their practice and introduced new routines. As a result, staff are well informed, follow clear management strategies and work effectively in partnership with external agencies. For example, young people have trigger plans which are reviewed with the police. Incidents involving police and episodes of young people going missing from care have reduced. The registered manager reviews all incidents and identifies with the staff team any areas for improvement for future practice. A representative from the police stated: 'I have found since the new registered manager has moved to the home, that the staff team and their practice has stabilised and this seems to have had a positive impact on both young people.' Young people learn coping strategies and to communicate their emotions more effectively. However, staff still have to manage very challenging behaviour skilfully. They use incentives, positive relationships and role modelling to achieve positive outcomes, and there has been a reduction in the use of physical interventions and staff pressing charges against young people for assault. However, records of rewards have not been maintained and do not mirror the good practice described by staff and young people. Records of physical interventions do not give detailed enough accounts of incidents. Records are made in two places. However, the information held in one record does not cross-reference to the other. At times, this results in conflicting reports that do not safeguard young people or staff. Some young people learn to keep themselves safe, accept responsibility for themselves and understand the effect of their actions on others. Staff take their educational role seriously. They give young people information, encouragement and access to resources and skills that allow them to develop and lead safe and healthy lifestyles. For example, information on healthy relationships, the criminal justice system and drug awareness. Young people also have contact with other agencies which provide specialist guidance. For example, the local police visit regularly to provide advice, support and to build up relationships with the young people.	

Staff have a clear understanding of how to manage any safeguarding allegations. They receive regular safeguarding training, which includes a range of topics, including children missing from home and awareness-raising in relation to child sexual exploitation.

Young people know how to raise issues and how to complain. They say that they feel safe and well supported. They have access to a range of staff and individuals they can go to if they have any worries.

The home's environment is safe, but needs more work to feel homely and welcoming. Over the last year it has had a lot of wear and tear and damage. Now work is under way and previous damage has been repaired, and areas of the home that were tired and worn are being revamped. Replacements for broken furniture and games, as well as new garden furniture and equipment, are still to be purchased. The registered manager has a budget and the staff team is involving the young person in this process.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
The home was without a registered manager for 11 months. The current registered manager has been in post since October 2015 and has been registered with Ofsted since April 2016. A new deputy has also very recently started in post. The registered manager is currently studying for a level 5 diploma in leadership in children's and young people's health and social care. She holds an NVQ 3 in children and young people and a BA Hons degree in therapeutic child care. In addition, she has substantial relevant experience, including a previous managerial position in outstanding residential childcare. Since being appointed to the post, the registered manager has successfully supported the staff team to build positive relationships with young people. As a result, young people are engaging and making good progress. The registered manager has reviewed the home's statement of purpose and it accurately reflects the aims and objectives of the service. She has also taken actions to ensure that the requirements made at the last inspection have been completed. Internal and independent monitoring reports demonstrate that the registered	

manager has a strong understanding of the service's shortfalls, where improvements need to be made, and how these are going to be achieved.

She has successfully achieved many of the actions she identified in her initial action plan. She has recruited and developed a newly formed staff team to strengthen the service. The team has an excellent understanding of the individual needs of the young person at the home and the reasons which underlie certain behaviour.

There are good systems which enable the registered manager and staff to assess the impact of their care and to support the ongoing progress of young people. Staff are proud of the young people's development and progress.

Most staff are qualified. Those who are unqualified are within regulatory timescales to obtain their qualifications within two years of starting work. Staff are supported to develop their practice through training, clinician-facilitated meetings, structured team meetings, supervision and appraisals, all of which enable them to reflect on their practice, discuss how well the young people are progressing, and provide challenge. Although the frequency of supervisions has significantly improved with the recent appointment of a new deputy, there are still some shortfalls. The registered manager plans for two seniors to be trained to supervise once they have been permanently appointed and are in post. This will ensure that all new staff receive fortnightly supervision in line with the organisation's policy.

Challenges to partnership work with a placing authority have not been quickly or adequately addressed, as issues with communication have arisen. This has resulted in unresolved grievances from both parties. The responsible individual and registered manager are currently looking at the lessons that can be learned from this to improve future practice. Other agencies acknowledge that since the new registered manager has been in post good relationships have developed. They are positive about the quality of communication and the commitment of the staff team to safeguard and progress young people.

Overall, good progress is being made to stabilise this service. The registered manager and staff team are now working to sustain and build upon this improvement.

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 children looked after 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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