

Children's homes inspection - Full

Inspection date	24/11/2015
Unique reference number	SC386505
Type of inspection	Full
Provision subtype	Children's home
Registered person	Keys Education Limited
Registered person address	Hurstwood Court, Laganwood House, New Hall Hey Road, ROSSENDALE, Lancashire, BB4 6HR

Responsible individual	Marc Murphy
Registered manager	Michael Merrison
Inspector	Chris Scully

Inspection date	24/11/2015
Previous inspection judgement	Inadequate
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

SC386505

Summary of findings

The children's home provision is good because:

- The home has made, good, steady progress since the inadequate inspection judgment in September 2015. As a result, young people's health, safety, and well-being is safeguarded.
- The young person said she is safe and feels safe here. She is confident to talk to staff about her feelings and is now engaging with a range of health care professional to support her emotional health and well-being.
- The young person does not go missing and the last episode of missing from care was in August 2015. The home works in partnership with police to ensure missing from care episodes are reported and young people return home safely.
- The young person has a strong sense of ownership of the setting. She refers to this as home. She has been instrumental in the redecoration of the home and is proud to show visitors around and to tell them of the progress they have all made in recent weeks. The young person wrote to the inspector to ensure her views were heard and spoke confidently and candidly about where she had been and where she is now.
- Report writing is much improved. It now tells the story of the sequence of events, staff's interventions, and the outcomes for young people. Risk assessments are comprehensive and outline the risks associated with each young person and how these are being minimised. This demonstrates that staff are able to keep young people safe.
- Young people's health care needs are identified and acted upon. They have an up to date and comprehensive health care plan. Although, some information regarding self-injurious behaviour is lost within the plan and the risk assessment.
- The Registered Manager and operations manager have worked collaboratively with staff to bring about the necessary changes. Both agree that while there have been improvements staff now need time to fully embed the changes. An ongoing development plan is in place with timescales for review and reflection to prevent any slippage.
- There are some areas for further development concerning the matching process, supervision training for the Registered Manager, the systems for deputising in the manager's absence and the use of monitoring within the home. These issues have been identified by the home and are forming part of their development plan.

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
14: The care planning standard 14. In order to meet the care planning standard the provider must ensure: (2) (a) that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose; in particular the home's impact risk assessment. (e) that the child's placing authority is contacted and a review of that child's relevant plans is requested, if (i) the registered person considers that the child is at risk of harm	15/01/2016
The registered person must maintain all of the records, which include the information and documents listed in Schedule 3, in relation to each child, in particular that records are sufficiently detailed, specifically regarding information referring to self-injurious behaviour in risk assessment and health care plans. (Regulation 36 (1) (a) Schedule 3)	15/01/2016

Recommendations

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

- Ensure the staffing structure has the necessary experience and qualifications to enable the delivery of the homes Statement of Purpose in particular, supervision training. (The Guide to the Quality Standards, page 53, paragraph 10.8)
- Ensure the Registered Manager makes best use of independent and internal monitoring to ensure continuous improvement. In particular, monitoring reports clearly identify any shortfalls, patterns, or trends. (The Guide to the Quality

Standards, page 55, paragraph 10.24)

- Ensure there are clear arrangements in place to maintain effective management when the Registered Manager is absent, off duty, or on leave with particular regards to the vacant deputy manager's position. (The Guide to the Quality Standards, page 54, paragraph 10. 20)

Full report

Information about this children's home

The home is one of several owned and managed by a limited company. The home provides care and support for up to three children with emotional and/or behavioural difficulties. The Registered Manager also oversees a one bedded home within the company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/03/2015	CH - Full	Adequate
27/08/2014	CH - Interim	declined in effectiveness
05/02/2014	CH - Full	Outstanding
31/07/2013	CH - Interim	Good Progress

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	good
The young person is making steady progress. This is because of the personalised care planning and support she receives from staff. The young person chose to be an integral part of the inspection. She confidently spoke about her experiences and presented the inspector with a four-page document detailing what has gone well and the positive relationships she has with staff. The young person said she was nervous about Ofsted returning to her 'lovely home' and decided she would try to help with the inspection. She said staff 'notice her needs' and have put things in place to help her. As a result, she is now confidently engaging with Addactions and is proud that she is no longer using substances. Addactions workers said she is making good progress and are considering her as a mentor for other young people. This is something she says she would love to do. She said she has a 'fantastic staff team.' She has identified that each member of staff brings something different and says they are all like 'pieces of a jigsaw and just fit in.' The young person is thriving as a result of the relationships. She is much more able to discuss her feelings with staff and to come up with ways of handling situations differently. She feels the stress ball has been good way to reduce her anxieties and enjoys playing catch with the staff. She is very clear in her discussions that staff just 'get her' and this is the reason why this is the longest placement she has had. Something that is fully supported by her social worker. She said, 'I don't want to leave, I trust these staff like I haven't trusted others.' The young person has a clear 'voice' in the home. She eagerly showed me around and was keen to tell me about how they had chosen the new decor for the lounge and her room. She is pleased with the new wallpaper in her room and explained how a new carpet was arriving shortly. As a result the young person has a strong sense of ownership of the home and talks with conviction about her home. Although, she is eager to share this with other young people. She has grown in confidence and is much more able to reflect upon her past and to move forward. Her emotional well-being is improving. She admits to struggling to deal with things from her past but her key worker and staff have supported her through this. As a result, she is able to reflect upon this and work through her anxieties. She said, the 'staff that work with me day in and day out, aren't super heroes (close but not quite) so with the staffs support and guidance I've agreed to outside help. Something that I've refused for the last three years.' This is echoed by her social	

worker who says the young person has invested strongly in the placement and has a good relationship with staff. This allows her to talk to them and reflect upon past experiences.

The young person now confidently talks to the looked after children nurse and has agreed to meet with the organisations therapist. This is a positive step for her. She understands why staff call the emergency services should it be necessary and acknowledges that this is because they care about her and want to keep her safe. The young person credits staff with the improvements in her health and well-being as they give her the confidence to attend health appointments.

Consequently, she has visited the dentist. Something she has not done for some time, and has agreed to some follow up treatment. Health care plans are detailed and outline specific health issues. Although, it is not abundantly clear as to the concerns about self-injurious behaviour, this is a recording issue and is not affecting the care provided.

The young person continues to do well at college and is enjoying her course. Her attendance and attainment are good and she continues to research for an appropriate university to continue her studies. Staff have high aspirations for all young people. They are strong advocates and stress the importance of getting a good education. They worked with a young person who has recently moved on to secure a school placement. The young person had been out of education for some considerable time. The home worked with social worker and virtual heads to secure this placement and he is continuing with this in his new home.

Staff work in partnership with college to ensure the young person can gain access to the right placement as part of her course work. They actively challenge any barriers to her education and work collaboratively with school on finding alternative placements when needed. The young person has made it clear she wishes to remain here to finish her studies prior to moving on.

Young people are well prepared for the next stages in their lives. They help with jobs around the home. Even though the young people laughed as they said they were not hoovering that night as I had arrived. She enjoys cooking with staff and regularly cooks for everyone.

Contact arrangements are managed well. Consequently, the young person can see those people who are important to her. She said she enjoys seeing her boyfriend and her family, but can sometimes struggle when out with friends. She explained how staff have initiated a safe word for her. This means if she calls and she refers to this staff now that she needs some assistance. Consequently, she is able to tactfully request support and not lose face with her friends. This means she is able to keep herself safe.

	Judgement grade
How well children and young people are helped and protected	good
Young people are safe and feel safe here. The young person said she knows her safety is 'paramount and that it is the number one thing' to staff. A social worker said the young person feels safe and she knows that the staff will not give up on her. She understands now why they do things, for example, ringing her when she is out with friends. She may not always like this, but is more accepting of it. Staff have a good understanding of the homes safeguarding procedures and what to do if a young person was missing from home. They work closely with the police missing from care coordinator. Police said the home works in partnership with them when young people are missing and the Registered Manager keeps them informed of young people who are new to the home. There have been no missing from care since before the last inspection. Staffs attention to risk management and recording has much improved. They confidently identify perceived risks to young people and put into place strategies to minimise this. Detailed missing from care risk assessments are cross-referenced to other information about the young person. This means staff are able to provide valuable information to the police so that a coordinated search for a young person can be undertaken. The young person admits that their behaviour is not always the best. She spoke openly about recent events and the impact her actions had upon staff. She said 'I know I have pushed staff to the 'absolute limits' but they don't give up on me.' This is because staff are consistent in their approach to managing challenging situations. As a result, there has only been one physical intervention since the last inspection. Consequences are fair and reasonable. The young person said 'I choose my own but made an error at the weekend opting to clean the car. This was because it was 'freezing!' However, this allowed her time to consider her behaviour and the possible outcomes to this. Well-written incident reports provide context to each situation A social worker said the young person is making steady progress about her behaviour. She does experience 'blips' but staff continue to support her and 'chip away' at her negative feelings. As a result, she has invested in this placement and is engaging in discussions about how she can manage difficult situations differently. Staff said 'she knows we will not give up on her, we talk to her and look at new ways of managing things such as the stress ball and purchasing a punch bag.' The home is warm and welcoming. Young people's photographs are displayed with pride in the hallway. These include photographs of 'staff's mishaps' such as	

running over the bin, which they enjoy telling visitors about. Maintenance issues are handled swiftly, such as repairs to bedroom furniture.

	Judgement grade
The impact and effectiveness of leaders and managers	requires improvement
The manager has been in post since July 2014 and holds an NVQ 5 in Leadership and management as well as relevant childcare qualifications. He is also the Registered Manager of a second one bed home that has recently opened. The management of the home has improved since the last inspection. The Registered Manager has worked in partnership with the operations manager and senior managers to rectify the issues identified. Staff said they are pleased with the improvements they have made. They have accessed range of additional training on report writing, safeguarding, missing from care and self-injurious behaviour. This has positively influenced the way they compile and understand risk assessment and care plans. There has been a big improvement in the level of detail in records and care plans. This provides clear insight into the care provided and the action taken by staff to support the young people. As a result, the welfare, health, and safety of young people have improved. The Registered Manager and operations manager are not complacent and have identified further goals they wish to achieve to fully embed new practice. The decision by the Registered Manager to start all records from scratch was insightful and allowed staff to 'draw a line' under their previous recording practice. Consequently, staff are more confident about what they are recording and why. For example, key worker records show the extensive discussions with young people about their safety and a variety of other topic. Young people are actively encouraged to make comment in records, which enables them to have a say in what is written about them. No young people have moved into the home, so it is not possible to comment upon how effective the homes matching process are. Therefore, this requirement has been re-issued. The Registered Manager and operational manager concur that matching of new young people is vital to ensuring all young people's needs continue to be met. Monitoring of the home by the Registered Manager and an independent person for the organisation is improving, but is not yet robust. This is because of the short time between inspections it is difficult to ascertain as to how successful this is in	

identifying shortfalls, patterns, trends and the action taken to address these.

Improved recording on staff rotas mean it is evident that there are sufficient staff on duty to meet the needs of young people. There remains a vacancy for a deputy manager and this means it is not always clear who is taking the lead role for each shift when a senior is not available. Staff say they are well supported and have regular supervision. However, the Registered Manager has not yet had training on conducting supervisions. This means staff may not be getting the most out of their supervision.

A young person has been instrumental in rewriting the homes welcome pack. It is much more child friendly and provides insight in the homes expectations of behaviour, bullying and the care young people can expect to receive. Staff said this was a very positive piece of work by the young person.

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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