

Children's homes inspection - Full

Inspection date	19/01/2016
Unique reference number	SC389174
Type of inspection	Full
Provision subtype	Children's home
Registered person	Embrace New Horizon Centre Limited comp number 3849567
Registered person address	Part Ground Floor & First Floor, 2 Parklands, Rednal, BIRMINGHAM, B45 9PZ

Responsible individual	Amanda Morgan-Taylor
Registered manager	Anna Satterthwaite
Inspector	Keith Riley

Inspection date	20/01/2016
Previous inspection judgement	improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceeds the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care.	
how well children and young people are helped and protected	Outstanding
the impact and effectiveness of leaders and managers	Outstanding

SC389174

Summary of findings

The children's home provision is outstanding because:

Children make exceptional progress in relation to their starting points. They are able to access the community, make friends and develop their independence skills. They are very happy with their experience at the home.

Staff understand the risks for children with complex needs extremely well. Staff are not risk averse so children are able to engage fully in a wide range of meaningful and stimulating activities.

Staff listen carefully to what children with severe communication difficulties are saying. They provide a swift and robust response to whatever children are asking of them.

The Registered Manager ensures carefully thought out admissions plans are in place. She gathers all relevant information prior to placement.

Staff are well trained, professional and highly motivated to meet the individual needs of the children in their care. They demonstrate a thorough knowledge of the placement plans and are diligent at implementing these in practice. Staff do not cut corners in this home.

Behaviour management strategies are effective. Incidents are extremely well documented and reviewed with a meticulous reflection by the team to prevent recurrence.

The Registered Manager demonstrates exceptional leadership. She is a role model for best practice and care of children, putting them at the centre of practice. She provides a supportive environment where staff are empowered to be innovative and creative in their approach.

There are excellent inter-professional relationships. Other professionals' advice and guidance underpins practice where necessary.

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. In order to meet the care planning standard the registered person is required to: (2)(b)(ii) manage and review the placement of each child in the home.	30/04/2016

Recommendations

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

- Question the community pharmacist about a child's medication. (Guide to the Children's Homes Regulations including the Quality Standards, paragraph 7.15)

Full report

Information about this children's home

This home is registered to provide care and accommodation for up to eight children, with learning and/or physical difficulties, on a short break or bridging placement. It is privately owned by a large organisation. It is one of three homes in the nearby locality owned by the same company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
19/10/2015	CH - Interim	improved effectiveness
02/01/2015	CH - Interim	sustained effectiveness
25/07/2014	CH - Full	Good
07/01/2014	CH - Interim	Satisfactory Progress

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	outstanding
Children make exceptional progress in relation to their starting points. The Registered Manager has developed bespoke tools to measure outcomes. Children make excellent progress in their personal care. They are able to translate this into other environments, such as school, and have won an awards for their progress. Children are able to use picture exchange communication systems to express their need or choice, instead of pointing or resorting to challenging behaviour. Children enjoy activities in the community, from a starting point of being isolated. Children are able to engage in positive interactions with their peers and with staff. Examples are being able to ride a tandem bike together and planning to stay with friends. Children are able to develop their independence skills, such as being able to cook an omelette. Children are encouraged to and do make healthy eating options, such as choosing to eat fruit on a regular basis. Children enjoy their time at this home. They are excited to see the staff they trust and the friends they have made. One carer said, 'At the last visit my child leaped out of the car and could not wait to get into the home.' Children learn new skills. They engage fully in a wide range of meaningful and stimulating opportunities, that otherwise may not have been available to them. Examples are travelling on a boat to an island and physically disabled children engaging in inclusive cycling schemes. Children are part of the wider community. They are able to enjoy and participate in particular events, such as a Halloween party in the local community. Parents say their child cannot wait to come for their short break. They say they arrive home afterward in a calm and relaxed state. Children enjoy fun and constructive relationships with staff. They are confident and trusting that staff will meet their needs. Staff invest time in the children continuously. They listen carefully to what they are saying using innovative ways such as pretending to be a cat or talking to toys to communicate. Staff respond conscientiously to what children are saying. Some children have enjoyed a visit to the theatre with an all-child cast while another now has a double bed as a result of the voice of the child being central to practice. A placing social worker said, 'Staff are extremely professional in their attitude and try to engage (name of child) and enrich his life on a daily basis.' Equality and diversity are celebrated. The dignity and respect afforded to the children is exceptional. Staff encourage children to express their own character and their views in a safe environment. This is fully inclusive. Children have the opportunity to mix with other children with a wide range of needs both in this	

home and with children from other homes within the same organisation.

Staff think through meal times carefully, especially for children with special needs. Staff use a safe swallowing mat to guide them to keep children safe with dysphagia. They plan mealtimes so they are a warm social occasion for all.

Staff are diligent in following the robust medication procedures. They ensure children receive the medication as prescribed. Conditions, such as epilepsy, are extremely well managed. Staff ensure there are clear protocols agreed and signed by health professionals. In one case, the pharmacist has issued emergency medication for an older child but adjusted the dose to suit the younger child. No child is at risk as the dose is correct. Staff have not questioned the reason why the pharmacist has supplied medication in this way.

Staff manage transitions to new placements extremely well. In one case, there is no back-up plan for a young person over the age of 18, whose planned move has not gone ahead due to the proposed placement not able to meet his needs. The future short break placement is currently uncertain.

There is excellent work done to support children placed from other counties, for example to maintain contact with their families or people significant to them. Staff go to exceptional lengths to ensure children, placed from other counties, have their needs met, for example by providing support for the long school journey. A placing social worker said, 'I have not been able to find a service within my own county that can meet the specialist needs of (name of child).' Another social worker said, 'The Registered Manager has worked hard to make the transition go as smoothly and quickly as possible.'

	Judgement grade
How well children and young people are helped and protected	outstanding
Care planning and risk management are exceptional. The most vulnerable children are safe in this home. Staff understand the risks extremely well for children with complex needs. Risks are underpinned by up-to-date risk assessments with clear control measures. Staff demonstrate a thorough knowledge of the documents and are diligent in applying the measures in practice. Children engage with the wider society safely, as well as enjoying activities within the home. An example is staff making the environment safe within the home. This enabled a child to access a particular room of their choosing for the time they wanted to access it. Anxiety was minimised as a result. A child said, 'I feel safe and happy with staff.' Staff have excellent relationships with other professionals and parents to keep	

children as safe as possible. This is particularly pertinent for children who may hurt themselves because of their disability. Good practice includes the detailed body mapping, reporting and explanation of any marks observed on a child.

Children with severe communication difficulties have a strong, clear voice. They are able to express how they feel about staff. They say they enjoy their relationships with staff and love coming for their short break in the home. Children are confident that staff will respond to their needs quickly. An example is an impromptu trip to a neighbouring island, when a child expressed a desire to visit a particular museum.

The Registered Manager gathers all relevant information prior to admission. She puts carefully thought out placement plans into place so staff know the vulnerabilities and individual needs of each child. Staff contribute to the plans as they learn about each child and their idiosyncrasies. They plan activities around the group dynamics so that friends can stay together. Children talk most positively about their relationships with their peers and some plan to live together when they are older.

Staff embrace the behaviour management strategies and are highly effective in minimising incidents. They adopt the positive reward systems that are unique for each child. They come up with innovative ideas, like the 'lucky dip box' to encourage good behaviour and attendance at school. Strategies are successful. Any physical intervention is low-level and of short duration. Such events are extremely well documented and reviewed by the Registered Manager and staff to inform future practice. An example is the use of 'ABC' charts to identify the antecedents leading up to behaviour.

Staff are knowledgeable of child protection and safeguarding procedures. They have a history of following these in practice. There has been no need to initiate the procedures since the last inspection.

	Judgement grade
The impact and effectiveness of leaders and managers	outstanding
An exceptional Registered Manager puts the needs of the children first. She provides a role model to staff and is an inspiration to her team. She values the contribution of each individual. She has created a culture where she welcomes innovative and creative ideas from staff. Staff improve their practice. They listen to the children and the outcomes are exceptional. The Registered Manager ensures that staff are up-to-date with their core training as well as specialised training around the specific needs of each child. Staff speak	

in the most positive terms of her. They say that the support and encouragement occurs on a daily basis and not just within the structured environment of formal supervision and appraisal.

The Registered Manager ensures that care planning is completed to a standard of excellence. Comprehensive plans in an easy to read format guide staff, with a pen picture providing a reminder of the key issues. This means there is a consistency in approach with successful outcomes.

The Registered Manager has been successful in implementing the development plan. There has been a particular focus to improve the home in terms of refurbishment. This has included the installation of a hot tub in the garden as well as new bathrooms. There has been a particular focus on staff training. Staff have the necessary skills to care for the increasingly complex needs of children staying in the home.

Parents describe the excellent relationship they have with the Registered Manager. They say there is excellent communication and they are very confident in letting their child stay at the home. One parent described how relaxed and calm her child is upon return home after the short break.

The Registered Manager is a confident leader. She is highly motivated and leads a child-centred culture that is inspirational. She motivates staff to perform to the highest possible professional standards to meet the needs of the children in their care. She recognises the need for her own continuing professional development. She enrolled on two courses pertinent to the needs of the children accommodated. She challenges other professionals when necessary, for example to seek clarity on epilepsy protocols.

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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