

Children's home inspection – Full

Inspection date	20/10/2016
Unique reference number	SC396104
Type of inspection	Full
Provision subtype	Children's home
Registered person	Full Circle Care
Responsible individual	Andrew Parish
Registered manager	Christine Barry
Inspector	Maria McGranaghan

Inspection date	19/10/2016
Previous inspection judgement	Outstanding
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 exceed 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

SC396104

Summary of findings

This children's home provision is outstanding because:

- Young people with a history of non-engagement make and sustain valuable relationships within this home.
- When young people have previously been involved in risk-taking behaviour, this is greatly reduced.
- Young people with a history of non-attendance within educational services now access full-time on-site education and external college settings. Young people make excellent progress.
- Consultation with young people is very well planned. Young people are eager to engage and they voice valuable views and opinions.
- Healthcare planning is excellent. Collaborative working between the service, young people and health professionals means that all health concerns are exceptionally well addressed.
- Detailed keywork sessions reflect the aims and goals of the service. Young people are key to identifying and reviewing their placement goals.
- Young people make excellent progress. Incidents of unacceptable behaviour are considerably reduced.
- Education is prioritised. From their starting points, young people make excellent progress.
- Young people rarely absent themselves from the home. On the occasion this happened, staff took effective action to return the young person and work through the reasons for the episode.
- Staff benefit from excellent training opportunities. This range of targeted training provides staff with the necessary skills and knowledge to undertake work with difficult and complex young people.
- Supervision is consistent and effective. Staff feel exceptionally well supported and are happy and motivated within their work with young people.
- This is a family-run children's home with a small and consistent staff team. Strong relationships are formed between young people and staff.

There are four recommendations made to improve practice within the following areas:

- Further develop each individual missing-from-home plan to include the strategies agreed to minimise the risk of the young person becoming missing.
- Further develop the young person's guide in order to make it less wordy and

more child friendly.

- Further develop the supervision of staff who are family members to ensure transparency and acknowledgement of potential conflict of interest.
- Further develop the home's statement of purpose to include detail about specific complex behaviours of young people who can be accommodated.

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

Recommendations

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

- Ensure that information as set out in the home's statement of purpose clearly indicates how the home provides individualised care for specific complex behaviours. ('Guide to the children's home regulations including the quality standards', page 14, paragraph 3.5)
- Ensure that a system is in place so that all staff, receive supervision of their practice from an appropriately qualified and experienced professional without a conflict of interest. ('Guide to the children's home regulations including the quality standards', page 61, paragraph 13.2)
- Ensure that where there is a possibility that a child will run away or go missing from a children's home placement, their individual plan sets out the strategy to minimise this risk. ('Guide to the children's home regulations including the quality standards', page 45, paragraph 9.24)
- Ensure that the children's guide is age appropriate and child friendly. ('Guide to the children's home regulations including the quality standards', page 24, paragraph 4.21)

Full report

Information about this children's home

- The home is registered to provide care and accommodation for up to six young people who may have emotional and/or behavioural difficulties.
- The home is privately owned and managed.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
16/03/2016	Interim	Sustained effectiveness
09/12/2015	Full	Outstanding
13/03/2015	Interim	Improved effectiveness

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people	Outstanding
Since the last inspection in March 2016, two young people have successfully moved on to independent living. There are two new admissions to the home and they have settled in very well. The staff at the home take pride in their ability to help young people make this house their home. This means that in most cases young people remain in placement until they are ready to live independent lives. Young people are happy and settled in the home. Consistent routines and structure, coupled with realistic boundaries, enable young people to feel safe and at ease. A young person said, 'I love it here. It's not like other places. I have changed so much for the better.' Staff build excellent relationships with young people. They show a genuine interest in the young people's lives and always go the extra mile to get the best outcome for them. For example, when young people show an interest in music, they are provided with music lessons, a dedicated room in which to practise their instrument and are supported by staff and other young people when they play publicly. Likewise, young people are supported to wear clothes that best fit 'who they are'. This enables young people to experiment with styles, including hair style and colour, and develop their own look. A young person said, 'Staff don't judge me. They just want me to be me. I change my hair colour and wear clothes I like. I am the same as my friends. I fit in. and I like it.' Placement planning is exceptional. Each individual plan encapsulates a full chronology of young people's lives, including an assessed emotional starting point. Consistent one-to-one and group-work sessions provide evidence of the high level of engagement between staff and young people. A staff member said, 'For us, it all starts with building confidence and self-esteem, respecting the young people and showing them that positive change can happen.' A parent said, 'This has been the best place for my son. He has made so much progress.' Consequently, young people make consistent progress across all aspects of their lives. Young people enjoy structured contact with family and friends. Contact plans are agreed between young people, families and placing authorities to ensure that contact is valuable and positive for the young person. For example, families are invited to the home to take part in some sessions undertaken by young people, such as helping	

their child to develop a menu and cook a full meal within the independent training kitchen. This is a great way for young people to show off their skills, while also creating opportunities for them to spend time with their family in an everyday situation.

Education is provided on site in a separate educational building. Ofsted recently judged the school as outstanding. Young people wear a uniform and attend on a full-time basis. Attendance and attainment is high. Young people achieve GCSE examination passes, and two young people have undertaken citizenship studies GCSE in Year 10. Progress is excellent. Young people achieving in school go on to attend college. One young person is currently undertaking a diploma in hospitality and catering with an additional course in music. It is clear that young people have developed aspirations for their future and confidently work towards their goals and targets with the support of staff.

Young people's views and opinions are respected. Staff listen to young people and enable young people to understand that their contribution is important. Young people's meetings take place regularly. One young person said, 'We have house meetings which are good because we do most of our planning there. But we talk every day, really. We talk at breakfast and at dinner. We don't have to wait for a meeting. It's not like that here.'

Young people work with staff on developing goals, targets and rewards. For some young people, that can mean owning a pet. Two young people own snakes, while another young person is working towards a budgie. Owning a pet is rigorously risk assessed and consistently reviewed. One young person introduced me to his pet snake and said, 'I couldn't believe it when I was told I could have the snake. I love it and it's the best thing to happen.' The registered manager said, 'We want young people to know how to care for something, understand how it needs to be nurtured and how they need to be responsible. All the young people are very committed to the care of their pets.'

Young people enjoy fantastic recreational activities, such as indoor sky diving, kayaking, climbing, scrambling, and sparring with a very famous boxing champion. Furthermore, all young people hold a full fishing licence and go fishing with staff most weekends. All also enjoy regular camping trips. One staff member said, 'We love camping. We have such a great time. Sometimes the education staff come too and the young people see them in a totally different light. It is great fun and the young people love it.' A young person said, 'I love camping. I will miss that when I move on. Great times.'

Young people are provided with a range of information prior to and upon admission to the home. Information, such as individual rights, how to make a complaint and a

guide to the running of the home, enables young people to understand how things work. However, the children's guide is lengthy and does not represent a child-friendly document. Consequently, there is a risk that young people will not take the time to read all the information within it. A recommendation is made to address this matter.

Young people live in detached premises with ample indoor and outdoor space. It is decorated and maintained to a high standard. Each young person has their bedroom decorated in a way that they feel reflects their personality and interest. Likewise, young people have direct access to a private telephone on which they can make and receive calls independently. The house is warm and welcoming, and young people make this their home.

	Judgement grade
How well children and young people are helped and protected	Outstanding
Young people's safety is prioritised effectively within the home. Detailed impact assessments ensure that all young people placed at the home are assessed against the needs, interests and aspirations of those already resident. Likewise, individual risk assessments are balanced against a full chronology of life events. This means that risk is measured, and appropriate individual strategies are in place to address any concerns. Behaviour management is effective. Young people and staff form excellent relationships based on trust and mutual respect. Consequently, young people work with staff to identify areas for development and a suitable reward for the progress they make. Staff are consistent in their approach, and this enables young people to work within the house boundaries. Since the last inspection, there have been seven sanctions issued. Young people say, 'It is fair here. We all know the rules so we know what the consequences are. It gets sorted out quickly and we move on.' Young people know how to complain, and receive valuable information from the home and their placing authority to guide them in this area. Since the last inspection, there have been three complaints made. Evidence clearly highlights the detail in which a complaint is managed, for example with a full chronology of investigations and the formal feedback and outcome to the young person. A young person said, 'The manager is great. If we have an issue it always gets sorted. Even the smallest of things.' Since the home opened in 2009, there has been one use of physical intervention. Staff continue to have annual training in this area and pride themselves on their successful conflict resolution and de-escalation techniques. Likewise, episodes of	

self-harm are also very rare. There has been one incident since the last full inspection. Staff receive training in order to risk assess and respond to any concerns in the most appropriate way. Young people at risk of these types of behaviour are referred to the child and adolescent mental health services, they also have increased keyworker sessions and are monitored more closely in the home.

The home operates a robust no-bullying policy. Staff work closely with young people to reinforce this message in the day-to-day running of the home. Anti-bullying messages, including posters, are placed in private areas and include details of what to do if they experience any form of bullying. There are no incidents of bullying taking place in the home.

Young people come with a history of absenting themselves from their previous placement. Staff work with young people to identify risks and to develop an individual missing-from-home plan. This document is supported by an individual record of incidents, keywork sessions and return-home interviews. Missing-from-home episodes are significantly reduced. A young person said, 'I used to run away all the time. I don't know. I have a good set of friends and I am doing well at college and I like it here.'

Consequently, young people's risk-taking behaviours reduce as a result of living in this home. However, to improve the missing-from-home plans, records should include the details of the work staff do with young people to minimise individual risk. A recommendation is made to address this matter.

Young people live at a home with consistent routines, boundaries and expectations. Young people thrive. They feel safe, cared for and believe in themselves. This is clearly evident in how young people present themselves. They are confident, have good social skills and are polite and happy. They are keen to show off their achievements, especially their rewards, and their aims for their future.

	Judgement grade
The impact and effectiveness of leaders and managers	Outstanding
The registered manager has been in post since 2009. She brings to the role seven years' experience. She is qualified at NVQ level 7 in social care management. She is committed to leading a consistent, dedicated and strong team in the delivery of	

individualised progressive childcare practice.

Young people live in a home that is managed in their best interests. The home meets the aims and objectives of the statement of purpose, and young people, social workers and families are clear about the service and support that the home provides.

Internal and external monitoring systems provide the home with an exceptional approach to the overall monitoring of care. Detailed information highlights areas for development, and the manager's action plan details the methods used to enhance the service. Staff receive a high level of support from the manager. Supervision takes place regularly and serves to identify training needs and personal development targets. However, because this is a family-run children's home, there are no procedures in place to ensure that family members are supervised by a non-family member. It is essential that the potential for conflict of interest is addressed to ensure a transparent approach to the supervision of staff members. A recommendation is made to address this matter.

Staff are provided with an excellent annual training package. Mandatory training is regularly refreshed, while additional training based around the theoretical framework for attachment is the basis for all planned work with young people. This ensures that staff receive up-to-date, quality training essential to maintaining the excellent childcare practice evident in the home.

The registered manager makes good use of reflective practice, and the views of external services and families are taken into account to ensure that young people's needs are appropriately met. Likewise, patterns and trends are routinely analysed. Data provides an excellent tool for staff and young people when reviewing progress and planning for the future.

The registered manager and staff demonstrate a strong commitment to delivering excellent child-centred practice that is tailored to the individual and personal needs of young people. The effectiveness of this approach is measurable in the progress young people make, particularly in education, self-esteem and positive social integration.

The home employs a strong and committed staff team. Senior residential staff are qualified at NVQ level 5 and residential staff are all qualified at NVQ level 3. The training of staff at this level ensures that they are suitably qualified in the care and management of young people. Young people's records are securely stored and regularly updated in order to capture the essence of young people at a given time.

Leaders and managers ensure that all referrals to the home are suitably assessed for compatibility. Evidence of impact assessment leading to decisions not to place

demonstrates a clear commitment to the young people already placed.

The statement of purpose is reviewed and updated where necessary, with a copy forwarded to Ofsted in accordance with regulation. However, when the home offers accommodation to young people with specific complex needs, this needs to be clearly highlighted within the statement of purpose. A recommendation is made to address this matter.

Managers and staff routinely notify Ofsted, placing authorities, parents and community police of any concern or event involving a child in accordance with Regulation 40. Immediate action is taken to reduce risks, including, where necessary, additional staffing. The home places the needs of the young people at the forefront of its practice and this is evidenced in the excellent progress they make.

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 that 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 that 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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