

## Children's homes inspection – Full

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|----------------------------------|---------------------------------------------------------------------|
| <b>Inspection date</b>           | <b>21 April 2016</b>                                                |
| <b>Unique reference number</b>   | <b>SC400901</b>                                                     |
| <b>Type of inspection</b>        | <b>Full</b>                                                         |
| <b>Provision subtype</b>         | <b>Children's home</b>                                              |
| <b>Registered person</b>         | <b>Break</b>                                                        |
| <b>Registered person address</b> | <b>Davison House, 1 Montague Road, Sheringham, Norfolk NR26 8WN</b> |

|                               |                        |
|-------------------------------|------------------------|
| <b>Responsible individual</b> | <b>Hilary Richards</b> |
| <b>Registered manager</b>     | <b>Carol Augur</b>     |
| <b>Inspector</b>              | <b>Trish Palmer</b>    |

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|-------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Inspection date</b>                                                                          | <b>21 April 2016</b>             |
| <b>Previous inspection judgement</b>                                                            | <b>Declined in effectiveness</b> |
| <b>Enforcement action since last inspection</b>                                                 | <b>None</b>                      |
| <b>This inspection</b>                                                                          |                                  |
| <b>The overall experiences and progress of children and young people living in the home are</b> | <b>Good</b>                      |
| The children's home provides effective services that meet the requirements for good.            |                                  |
| <b>How well children and young people are helped and protected</b>                              | <b>Good</b>                      |
| <b>The impact and effectiveness of leaders and managers</b>                                     | <b>Good</b>                      |

## SC400901

### Summary of findings

#### **The children's home provision is good because:**

- The staff know and understand the children's individual needs and are committed to working with them to support their progress.
- Staff are enthusiastic and this is evident in the positive experiences children have.
- Staff take into account children's preferred methods of communication to enable their full participation.
- There are comprehensive care plans in place, which support staff working with the children.
- The staff listen to the children and act on their wishes.
- The children say that they like being in the home.
- The children are able to identify staff they can speak to if they are upset or worried.
- There is a wide variety of activities for children, both in the community and the home.
- Staff challenge children's negative behaviours and discuss these in one-to-one sessions.
- Staff understand the importance of recognising and celebrating the children's achievements.
- Staff recognise and celebrate different festivals and cultures with children.

## 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 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>12: The protection of children standard</p> <p>In order to meet the protection of children standard, the registered person must ensure—</p> <p>(2)(a) that staff—</p> <p>(v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person.</p> | 23/05/16 |

## Full report

### Information about this children's home

This home is registered for up to six children with emotional and/or behavioural difficulties, physical disabilities and learning disabilities. The home provides two different services within the same building. Children are provided with a short break scheme at the weekends and during school holidays. During term time, the home provides boarding placements to children attending linked special schools.

### Recent inspection history

| Inspection date  | Inspection type | Inspection judgement      |
|------------------|-----------------|---------------------------|
| 11 February 2016 | Interim         | Declined in effectiveness |
| 26 August 2015   | Full            | Good                      |
| 10 February 2015 | Interim         | Improved effectiveness    |
| 11 December 2014 | Full            | Good                      |

## Inspection Judgements

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| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Good</b>     |
| <p>The children have built good relationships with a staff team that know and understand their individual needs. Children arriving back from school were welcomed into the home, given a drink and asked about their day.</p> <p>Staff spend quality individual time with the children. Staff understand that not all children want to participate in an activity as soon as they get in from school, and children are supported to manage their free time.</p> <p>There are picture exchange communication systems around the home informing the children which staff are on duty. Staff reported that the children like this as it can support them in feeling settled. Staff have designed a communication mat using exchange symbols for non-verbal children to use. This was very successful when a child was informing me about the home.</p> <p>There is a noticeboard depicting events coming up and pictures of events that children have participated in, such as Sport Relief and achievements that they have completed. This reinforces their positive experiences in the home.</p> <p>There is a large world map on display and children are encouraged to try different foods and celebrate different cultures from around the world. They then add menus and photos to the wall, showing what they have done. This helps to expand their knowledge in and curiosity about the world.</p> <p>Staff understand the importance of education and they work with providers and parents to set targets and goals. Staff attend education reviews and meetings for the children who board, but due to staffing constraints they cannot attend all education reviews for children using the respite service. However, a copy of the review is on file.</p> <p>The children are supported and encouraged to develop their self-care skills while taking into account their age and ability. A social worker commented, 'He is developing his independence skills and can make choices. His self-care skills are better.'</p> <p>A parent remarked, 'Staff have made him more independent and have helped him a lot with personal care and dressing.' Staff have been proactive in making social story books with children, which they can use at home to support parents with goals and targets. This shows that staff work with parents around consistency for children. Another parent commented, 'He is building his confidence. He can do more and knows that he can.'</p> <p>Parents say that they are kept updated with their child's progress. One parent</p> |                 |

remarked, 'Staff ring me every week with updates of how he has been.'

The home has plenty of toys, games and books for children to use. Children spoken to say that they like staying in the home. House meetings for boarders take place and one child commented, 'I wanted to go to a football match and we are going tonight.' This shows that staff take children's meetings seriously and act on their wishes. Another child used the communication mat to show all the activities that he enjoys with staff.

Staff understand that meal times are an important social occasion. The staff and children eat together. Conversations during tea were focused on the evening activity of attending a local football match. Staff were clear with children about the expectation of their behaviour, both going to the match and while there. The children commented the following morning how much they had enjoyed the game.

The home is spacious, bright and welcoming. There are photos of children attending activities, along with artwork, displayed around the home. The playroom has recently been redecorated and contains new toys and games purchased after staff raised money through fundraising. This helps children to feel valued in their surroundings.

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| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Good</b>     |
| <p>The environment is safe and there is appropriate security on doors and windows. Where monitoring systems are used this is with written agreement from parents. All health and safety checks have been completed and are up to date. There is a comprehensive location risk assessment in place, which further safeguards children. Each child has an individual personal emergency evacuation plan on file.</p> <p>The children are involved in regular fire drills and there are fire evacuation procedures in the pictures and symbols around the home.</p> <p>There is an accessible copy of the complaints procedure, and information and pictures of people that the children can speak to. Pictures of regular visitors, such as the independent visitor and operations manager, are also on display so that children can recognise who is coming into the home. Children are all able to identify staff who they can talk to if they are worried or upset. A parent commented, 'He feels safe there, which makes me feel better.' A social worker said, 'Her parents feel very confident with the staff, she is on a one-to-one so [her] parents know she's safe.'</p> <p>Staff understand the importance of challenging unwanted behaviour and were observed during tea reminding a child about appropriate table manners and the use of inappropriate language. They use low key prompts to convey clear expectations.</p> |                 |

Staff are vigilant around bullying and have all attended anti-bullying training. Due to the high staff ratio, bullying does not occur, but staff speak to children during one-to-one sessions to ensure that they feel safe and not bullied. A parent spoken to commented, 'He came home and said that another child had picked on him. Staff dealt with this well and now it is not an issue.'

There has been one incident of physical intervention since the last inspection. This was appropriate and the child was able to comment on the hold. There are good, concise behaviour support plans in place, which staff follow. These outline triggers and strategies that work, as well as those that should be avoided, and reduce the need for children to be held.

Staff have a good understanding of safeguarding. A senior member of staff has attended training around child sexual exploitation and internet safety. She then gave a presentation in the staff meeting. Comprehensive risk assessments are in place for children out in the community and in the home. These are regularly reviewed and amended when needed.

A safeguarding issue from the last inspection is still under investigation and the manager is now working on this matter with the local authority designated officer. However, a more recent safeguarding concern, was not reported by staff promptly to the manager. Once aware the manager dealt with the matter appropriately. Staff concerned have been spoken to regarding their roles and responsibilities in reporting safeguarding concerns.

Due to the high number of staff, children have not gone missing since the last full inspection. Staff are aware of potential issues that could arise when out in the community. Children at risk of going missing have two-to-one staffing. Each child has a missing from care protocol, which staff will follow in the event of an incident.

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Good</b>     |
| <p>The registered manager has been in post since 2011 and has the relevant experience and qualifications to manage the home. There is a deputy manager and two senior managers who work alongside the registered manager.</p> <p>Managers and staff have a clear vision for the home. They recognise the strengths as well as areas that they can develop. Children are central to the home and staff speak about them with pride.</p> <p>There have been no complaints since the last full inspection. A parent commented, 'I have never had to complain, but if I did I know who I could talk to.'</p> <p>There are young people's guides available for children in an accessible format to</p> |                 |

ensure they have the information they need.

Staff receive regular supervision, where children are discussed along with care practice and areas for development. Staff report that they find supervision useful. A new member of staff is currently receiving supervision every two weeks during her probation and is completing a detailed induction plan. This supports new staff to fully understand their role.

Daily recordings are comprehensive. There are separate sections for staff to complete including behaviour, personal care and diet. These give a good insight into the children's day and are used to form the monthly reports, which are sent to parents and social workers.

There are positive relationships between staff and parents. A parent commented, 'The home has become a life saver for my child. He loves coming here and has made good progress, especially in speech and language.'

The home has recently had a shortage of staff due to sickness and staff moving on. The manager uses agency staff when needed; all safe recruitment checks are completed. Staff also cover additional shifts, which gives the children continuity.

Recruitment is robust and there are several stages to the interview. Children, with the support of staff, have devised questions that they would like to be asked during the interview. Successful candidates are invited for a tea visit and children are asked for feedback. This supports them to be truly involved in choosing the staff who take care of them.

The home is using a new independent visitor. The manager commented that she finds the independent visit reports both useful and supportive. Staff have undergone training to support them in understanding the process and value of independent visits.

## 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 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 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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