

## Children's home inspection – Full

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|------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Inspection date</b>             | <b>09/11/2016</b>                                                                             |
| <b>Unique reference number</b>     | <b>SC424280</b>                                                                               |
| <b>Type of inspection</b>          | <b>Full</b>                                                                                   |
| <b>Provision subtype</b>           | <b>Children's home</b>                                                                        |
| <b>Registered provider</b>         | <b>Nottingham City Council</b>                                                                |
| <b>Registered provider address</b> | <b>Nottingham City Council<br/>Loxley House<br/>Station Street<br/>Nottingham<br/>NG2 3NG</b> |

|                               |                     |
|-------------------------------|---------------------|
| <b>Responsible individual</b> | <b>Kay Sutt</b>     |
| <b>Registered manager</b>     | <b>Marcel Reid</b>  |
| <b>Inspector</b>              | <b>Amanda Ellis</b> |

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|-------------------------------------------------------------------------------------------------|-------------------------------|
| <b>Inspection date</b>                                                                          | <b>09/11/2016</b>             |
| <b>Previous inspection judgement</b>                                                            | <b>Improved 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>                   |

**SC424280**

## **Summary of findings**

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

- Outcomes for young people improve in this home. This is because of the good care and support provided to young people.
- Relationships between staff and young people are very good. Staff support young people in the same way that a good parent would.
- The operation of the home replicates a family environment. Young people benefit from consistency in routines. Boundaries are clear and understood. Young people confirm that the rules are fair.
- The interior and exterior of the home provide a welcoming and comfortable environment. The home is well maintained, decorated and furnished. It is smart, but very homely.
- Young people enjoy a well-balanced lifestyle, with bespoke educational plans, recreational and social activities, community participation and friendships.
- Staff work proactively alongside a range of healthcare professionals, to address the changing health needs of young people.
- Safeguarding practice is effective. Risks to young people are well managed and reduce over time.
- Managers work well with a wide range of external agencies. This collaborative approach improves young people's outcomes.

## 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 within the given timescales.

| Requirement                                                                                                                                                                                                                                                                                                                                                                                               | Due date   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <p>13. The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person must ensure that they:</p> <p>(2)(f) understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home.</p> | 13/12/2016 |
| The registered person must keep the statement of purpose under review and, where appropriate, revise it; and notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (3)(a)(b))                                                                                                                                                         | 13/12/2016 |
| The registered person must establish a procedure for considering complaints made by or on behalf of children and must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39 (1)(3))                                                                                                                                           | 13/12/2016 |

### Recommendations

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

- The registered person should ensure that, in line with their individual health plans and the ethos of the home, children are offered advice, support and guidance on health and well-being. This is with particular regard to providing a robust approach to help children understand, and where necessary work to change negative behaviours in key areas of health and well-being such as use of drugs and alcohol. ('Guide to the children's homes regulations including the quality standards', page 35, paragraph 7.18)

- Children should be encouraged by staff to see the home's records as 'living documents' supporting them to view and contribute to the record in a way that reflects their voice on a regular basis. ('Guide to the children's homes regulations including the quality standards', page 58, paragraph 11.19)
- A record of supervision should be kept for staff, including the manager. In addition, records should include details of why supervisions have not taken place. The record should provide evidence that supervision is being delivered in line with regulation 33(4)(b). ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.3)

## Full report

### Information about this children's home

A local authority operates this registered children's home. The home may provide care and accommodation for up to two children with emotional and/or behavioural difficulties.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement   |
|-----------------|-----------------|------------------------|
| 09/12/2015      | Interim         | Improved effectiveness |
| 10/08/2015      | Full            | Good                   |
| 26/02/2015      | Interim         | Improved effectiveness |
| 04/07/2014      | 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 operation of the home is very similar to a family environment. The diverse staff team provides role models for young people. Routines are consistent and predictable. Social workers, teachers and healthcare workers all comment on the positive impact that the home has on the progress of young people. Young people progress in all areas of their lives.</p> <p>Young people are happy in this home and enjoy spending time with staff. One young person told the inspector: 'I am 100% happy. The home is a 10 out of 10.' Social workers confirm that young people are doing well. One social worker said: 'The young person is building some very strong relationships with staff. He can be very challenging, but he is responding really well in this home.'</p> <p>Staff spend time with young people, participating in activities and supporting them with their individual needs. One young person has developed a very good relationship with the assistant manager. They participate in many activities together. This has enabled the young person to develop new interests, improve his concentration and demonstrate his creativity. Other staff help young people to develop friendships. One example is that staff have communicated with another children's home to arrange for young people to meet and spend time together. These staff interventions are essential in helping young people to build self-esteem, develop social skills and learn how to have fun.</p> <p>Some young people have 100% school attendance and have made significant progress in education since coming to the home. When young people are struggling with their attendance or are not on target with coursework, managers and staff intervene. They liaise with schools and colleges to support young people to get back on track. Education providers confirm that they have excellent relationships with the home. One teacher said: 'Staff totally support this young person – if they didn't, he would not be making such good progress.' This means that staff promote the education of young people in the same way as a good parent would.</p> <p>Staff work proactively alongside healthcare professionals. This ensures that they address the changing health needs of all young people. Staff support young people to attend routine and emergency appointments with doctors, nurses, dentists and opticians. A designated nurse said: 'I love visiting this home. Staff are really good at looking after the health of young people.' Additionally, staff prioritise specific healthcare needs, such as sexual health guidance. When young people have engaged in drug or alcohol use, staff talk with young people about risks and liaise</p> |                 |

with drug agencies. However, a more robust approach to engage young people with specialist agencies is necessary when it is clear that drug or alcohol use persists.

Care plans, placement plans, risk assessments and behaviour management plans are detailed and up to date. This means that staff have clarity on how they should implement plans. However, care planning is not fully inclusive of young people. Young people are not routinely contributing to plans or records. This limits their capacity to influence decisions and express their views.

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| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Good</b>     |
| <p>Young people say that they feel well protected in the home and can talk to staff about any worries or concerns they may have. They confirm that staff teach them to keep safe both inside and outside of the home. This means that young people are knowledgeable about potential risks and have strategies to keep themselves safe.</p> <p>Staff benefit from safeguarding training, as well as training on specific topics such as radicalisation, forced marriage, child sexual exploitation, self-harm and female genital mutilation. This means that they are able to identify potential indicators of harm. Staff have the skills to effectively implement robust safeguarding policies and procedures. They consistently review safe working practices to ensure that they meet the changing individual needs of young people.</p> <p>Staffing levels are appropriate and provide consistent care, despite recent staff shortages. The dedication of managers and staff has ensured continued high levels of monitoring and support. Incidents of young people who are away from the home without authorisation or are missing from care have significantly reduced. When one young person persistently left the home without permission, staff worked hard to locate him and talk with him about his reasons for going missing from the home. When young people are missing, staff have a clear understanding of how to implement relevant protocols and procedures. Safeguarding practice is highly effective in deterring young people from unauthorised absence.</p> <p>The registered manager and staff team have built effective and cooperative links with the designated police officer. This means that the home shares potential concerns about the safety or welfare of young people in a timely manner. Strong links and good working relationships with the local police also reduce the risk that young people are unnecessarily criminalised.</p> |                 |



There has only been one physical intervention since the last inspection. Staff have suitable and up-to-date physical intervention training. Records of physical interventions are clear and show that the manager evaluates the effectiveness of the intervention. This scrutiny ensures that interventions are safe and appropriate. Physical intervention is solely for the purpose of keeping young people safe from harm.

Safeguarding incidents are reported in a timely manner. This enables safeguarding agencies, placing authorities and Ofsted to review the home's response to incidents effectively.

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Good</b>     |
| <p>The quality of leadership and management is very good. The registered manager is suitably qualified, knowledgeable and committed to delivering the highest standards of care to the young people who live in this home. He acts as a positive role model to his staff team members and works alongside them to provide consistently high standards of care.</p> <p>Staff are encouraged and supported to develop their own professional skills and knowledge. They receive regular supervision. Records of supervision are generally of a good standard and show structured and reflective supervision. However, some supervision records were not available and the supervision matrix was incomplete. This does not support effective performance-management systems.</p> <p>Staff engage in mandatory training and can access other training through the comprehensive local authority training programme. All staff hold a recognised qualification, or are working towards one. Young people achieve improved outcomes because of the highly competent staff team.</p> <p>The registered manager has a very good awareness of the strengths and weaknesses of the home. He responds quickly to act on shortfalls that are identified in the monthly monitoring visits and provides insightful quality-assurance reports. Development plans for the home are pragmatic. However, given the duration of placements, the progress and experience of young people should inform plans.</p> <p>Professionals, parents, staff and young people confirm very positive working relationships with the manager and staff team. The manager is not afraid to</p> |                 |

challenge professionals in relation to care planning or practice decisions. All stakeholders confirm that the home is achieving the aims and objectives as set out in its statement of purpose. However, the statement of purpose does not contain all matters required under regulation and has not been submitted to Ofsted. This limits the regulator's capacity to review the operation of the home.

Complaints from young people and neighbours are rare. When these occur, the manager responds promptly to address concerns and achieve a solution. All complaints have been resolved in a timely manner. However, the complaints records lack detail. This means that it is difficult to understand actions taken and outcomes achieved.

## 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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