

Children's homes inspection - Full

Inspection date	03/06/2015
Unique reference number	SC389823
Type of inspection	Full
Provision subtype	Children's home
Registered person	Courtyard Care Limited
Registered person address	Caroline House, 146 Audenshaw Road, Audenshaw, Manchester, M34 5HQ

Responsible individual	Mr Colin Gallimore
Registered manager	Mrs Jenny Thompson- Kavanagh
Inspector	Mrs Janine Shortman-Thomas

Inspection date	02/06/2015
Previous inspection judgement	N/A
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	Good

SC389823

Summary of findings

The children's home provision is good because:

- Young people receive a high level of care from their point of arrival to the home. They are made to feel welcome by a staff team who have been well prepared for their admission.
- Young people are fully supported and involved in the development and review of their care plans and in the day to day running of the home.
- Staff are skilled at building positive working relationships with young people, their families and their partner agencies.
- Staff advocate strongly for young people to ensure they receive the services and support they are entitled to.
- There are systems and processes in place to ensure appropriate internal and external monitoring of the home is undertaken.
- Young people report they feel safe and are supported and cared for well by the staff team.
- Staff receive regular supervision, undertake annual appraisals and complete regular training to enable them to provide good quality care.
- Partner agencies, such as the police, education colleagues, social workers and independent reviewing officers, attribute the progress that young people make to the commitment, care and support they receive from the manager and staff team.
- Risk assessments designed to support young people to manage their emotional responses more effectively do not routinely consider the wider physical health needs of young people.
- A maintenance plan to continue to improve the quality of the home is in place; however this has yet to ensure all outstanding tasks are completed in a timely way.
- There are no clear arrangements in place to maintain effective management when the manager is absent from the home.
- Records which are kept electronically cannot be accessed easily by anyone with a legitimate need to view them.

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
10: ensure the well-being needs of children are met and children receive advice, services and support in relation to their health and well-being, in particular ensure young people's risk assessments pertaining to self-harm clearly identify at what point staff should physically stop this behaviour and what medical support should be accessed when head injuries are sustained. (Regulation 10 (1) (a)(b))	10/07/2015

Recommendations

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

- ensure the home provides a comfortable and homely environment that is well maintained and decorated, in particular ensure all outstanding and future maintenance issues are suitably addressed in an expedient manner (The Guide. Page 15, paragraph 3.9)
- ensure the home has clear arrangements in place to maintain effective management when the manager is absent from the home, specifically in regards to management arrangements when the manager is away on sick leave (The Guide. Page 54, paragraph 10.20)
- ensure any records which are kept electronically can be easily accessed by anyone with a legitimate need to view them. This is with specific reference staff supervision records. (The Guide. The 61, paragraph 14.2)

Full report

Information about this children's home

This section should outline:

- This privately run children's home is registered to provide care and accommodation for up to five young people with mental health disorders, excluding learning disability.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/03/2015	CH - Interim	Sustained effectiveness
17/12/2014	CH - Full	Adequate
27/02/2014	CH - Interim	Good Progress
17/06/2013	CH - Full	Good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
<p>Young people are fully supported and involved in the development and review of their care plans and in the day to day running of the home. Their wishes and views are actively sought through one to one discussion, individual key work sessions, informal daily discussions and weekly residents meetings. Staff provide good support for young people and enable them to attend and participate in all meetings that are pertinent to them, such as their looked after children's review and reintegration into education meetings. Staff work tirelessly to secure independent advocates when young people are not receiving the services they are entitled to. If this is not possible, staff will advocate on behalf of young people, as they have done to ensure the barriers to education are overcome. One education provider said, 'I have been impressed by the staffs ability to advocate for the young person at the same time as appreciating the constraints we as a large school are working under.' As a result, young people are now engaging in education appropriate to their individual needs.</p> <p>Young people enjoy trusting and supportive relationship with a committed and stable group of staff. They report that they feel confident in sharing their likes and dislikes and feel supported and encouraged to engage in planning all aspects of their care. For example young people have requested specific activities, meals, holidays and changes to their free time within their care plans. These requests have been given careful consideration by the staff team, placing authority and subsequently implemented by the manager and her team.</p> <p>Staff are skilled at developing and sustaining positive relationships with young people. These positive and nurturing relationships allow young people the opportunity to understand and manage their thoughts, feelings and emotions about their past, present and future. Staff like to spend time with young people but when appropriate they will give the time and space to consider their emotions and how these impact them and others. They provide young people with advice and guidance and encourage them to develop alternative strategies to self-regulate and better manage their thoughts and feelings. This support and these relationships have resulted in the incidents of aggression and self-harming behaviour reducing for some young people.</p>	

Young people's general physical, emotional and psychological needs are recognised and addressed appropriately. Staff ensure that all young people are registered with a doctor, dentist and optician on their arrival. Young people are actively encouraged and supported to access routine and specialist health services in accordance with their individual plans. Consequently, young people receive the correct level of support and care to ensure they achieve the best physical and emotional health possible.

Education and training is promoted for all young people. Staff encourage and support young people to attend their education placements and reinforce to young people the importance of a good education and qualifications in improving the future training and employment options. Staff have developed good working relationships with local schools. They work closely with education providers to develop plans that will facilitate young people's reintegration into mainstream school as quickly as possible. These connections with local training providers and the staffs' proactive response in seeking out more specialist education provision for those young people who need it has ensured all young people have a suitable education or training placement which they attend regularly.

Staff regard family contact as an important factor in helping young people understand their heritage and identity. Staff make every effort to enable young people to maintain links with their families and friends. Contact arrangements are clearly outline in young people's plans. Staff follow these plans to ensure all aspects of contact is planned and safe and is an enjoyable and positive experience for all involved. This supportive approach has helped young people keep in touch with families, friends and significant others.

Young people are supported to develop independence and life skills, relevant to their age, level of understanding and ability. Those who are eligible have pathway plans in place and young people are well supported in working towards their individual goals that are agreed and recorded in these plans. Young people confirm that they receive good support in this area and are feel adequately equipped for the transition to adulthood.

The home is located in a residential area which has easy access to a range of services and amenities, such as gyms, libraries, cinemas, and shopping centres alongside local doctors, dentist and a hospital. This enables young people to access a range of services and engage in a variety of chosen activities within close proximity of their home. Young people benefit from living in a clean, safe, and tidy environment. There is ample communal space for young people to spend time together as well as spaces where they can take quiet time such as the therapy room, which the young people refer to as the thinking room. There is enough

space within the home for young people to relax and play games, complete homework and socialise with friends, either together or privately. Young people are encouraged and supported by the staff to decorate and personalise their own rooms to reflect their individual taste and preference. While young people are encouraged to keep their own rooms tidy and take care of their possessions, some young people have yet to manage their emotional responses in a way which does not involve damaging their rooms. There is a system in place to ensure damage is reported. However there is no monitoring to ensure repairs are undertaken quickly. As a result there are a number of reported maintenance issues, such as painting to the upstairs of the property and replacement of the floor covering in the dining room which has not been addressed for up to three months.

	Judgement grade
How well children and young people are helped and protected	Good
<p>Young people live in a safe environment and feel increasingly safe as a result of the care that is afforded to them. Staff are skilled at developing and sustaining positive relationships with young people, which enables them to openly discuss their worries and concerns. As staff get to know young people they are beginning to identify the triggers which lead to risk taking behaviour, including self-harm. Staff responses are well documented in young people's individual risk management plans, which are consistently put into practice. Young people reported that staff sit with them and listen to their thoughts and feelings and support them in times of crisis. One young person commented, 'The staff are great. I love living here because the staff are kind, they care for me and look after me well.'</p> <p>Staff ensure young people's safety is maintained. They are sensitive to changes in young people's behaviour and provide additional support to them in times of need. They encourage young people to confide in them, reflect on their situation and develop strategies which help them better manage any immediate or future risk. For example, one young person said that they felt confident to discuss her concerns and anxieties when she was approached by an unknown male via social media. Staff were proactive in their response working with the young person, young person, placing authorities, police and specialist agencies in managing risk associated with child sexual exploitation. They have provided young people with</p>	

guidance support and information to enable them to increase their knowledge and skills in this area. This ensures young people can make informed and safe decisions when accessing online information and social media.

Admissions to the home are well managed. Relevant information is gathered to ensure the needs of individual young people can be met in the home. Relevant information is shared with all staff. This ensures staff have a good understanding of young people's needs and how these needs are going to be met from the point of admission. Positive links with specialist organisations are effectively utilised for the purpose of training and developing strategies for each young person. Staff continually monitor and discuss young people's behaviour, risks and vulnerabilities through a range of forums including daily handovers and staff meeting. As a result, young people personalised care which is delivered by well trained and competent staff.

Young people report that the information they received within the Children's Guide prior to joining the home and their inductions into the home prepare them well for their move. They say meeting staff and other young people before they move in has helped them make a smooth and successful start to their placement. A young person commented that their planned transition helped them to feel less anxious about their move and as a result they feel more settled in the home.

Young people are valued and respected as individuals. They are routinely involved in planning all aspects of their care. Staff take time to gather young people's views and wishes and involve them in decisions affecting their lives. For example, when young people say transitions are moving too quickly staff take immediate action to ensure changes are made at a pace suitable to young people.

Staff interact positively with young people and support and encourage them to achieve their wants and aspirations. Staff continually praise young people and celebrate their achievements. Staff strike a good balance between the need for supervision and the young people's rights to privacy, always knocking and waiting to be invited into young people's bedrooms for example. On occasions it has been necessary to search young people's bedrooms. At such times these searches have been sensitively done and involved young people. As a result, young people's risks are managed effectively without undermining their right to privacy and dignity.

Safer recruitment practice is followed. All staff go through a rigorous interview and selection process. Systematic checks of relevant documentation are completed prior to staff starting work in the home. This ensures young people are protected from adults who may pose a risk to them.

Young people's health, safety and emotional well-being is prioritised and maintained. Young people are supported to manage their emotional and behavioural responses in a considered way and effectively managed environment. Staff have a good understanding of the difficulties some young people face. They work closely with partner agencies in helping young people manage their emotional responses more appropriately. For example, staff are beginning to develop working relationship with the local child and adolescent mental health service and are making links with the police to ensure a coordinated response can be delivered in accordance with young people's individual plans.

Young people's risks and vulnerabilities are well documented in their individual plans and risk assessments. The services of clinicians are commissioned in relation to devising risk management strategies for young people who exhibit self-harming behaviours. However, these plans do not identify at what point staff should physically intervene when young people are displaying behaviour that places them at significant risk. Also, there are no clear protocols for staff to follow in terms of seeking medical advice or treatment for young people, for example when they sustain head trauma as a result of banging their head against a wall. Consequently, young people may be placed at unnecessary risk and their health and well-being compromised.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
<p>The requirement raised at the previous inspection has been suitably addressed. The homes medication policy has been updated and procedures for managing prescribed and non-prescribed medication have been improved. Appropriate action has been taken to address the two recommendations raised at the last inspection. Young people are now aware how they can access independent advocacy services and all young people are now engaging in some form of education.</p> <p>The home is effectively managed by a suitably qualified manager who has been registered with Ofsted since September 2013. She has recently completed a relevant level 5 qualification and is committed to seeking out additional training to continue to develop the knowledge and skills of both her and the staff. A number of the core staff team are suitably qualified and good arrangements are in place to ensure unqualified staff can gain a relevant childcare qualification. The manager</p>	

and the team share a passion for improving the experiences of young people whom they provide care for. New staff are inducted well into the home and are supported by the team, which includes three suitably qualified and experienced team leaders.

The Statement of Purpose and children's guide provides detailed information about the home's aims and objectives. This ensures that families, placing authorities and other agencies are informed of the care and support young people can expect to receive. These documents are available and are shared with placing authorities and young people when they arrive.

The manager and staff have developed good links and work well with partner agencies, including specialist mental health services, social workers and safeguarding agencies. Where further links are required, such as with the local police, staff have been proactive in establishing good working relationships. This ensures a well-planned, consistent and cohesive response is taken to meeting young people's needs.

The manager undertakes a range of monitoring checks to ensure the quality of care provided in the home is of a high standard. These processes are generally robust and ensure young people's behaviours and risks are evaluated to ensure any emerging trends and patterns are recognised and responded to. However, there have been periods when the manager has been absent from the home and a number of these checks have not been completed. This is because it is unclear who takes responsibility for evaluating incidents as they arise. An independent visitor undertakes monthly regulation 44 visits and provides a report to the home and Ofsted highlighting strengths and any areas for improvement. Young people, families and partner agencies are fully involved in these processes and their views considered when action is taken to address any identified shortfalls.

The home is sufficiently resourced and staffed to meet the individual needs of the young people. Care is provided in line with the home's Statement of Purpose and the home fulfils its overall aims and objectives. Staff have the necessary skills, knowledge and support to provide a good level of individual care. They receive regular training and additional training opportunities have been sourced by the manager to further develop their knowledge and skills. Annual appraisals and practice related supervision are undertaken regularly to ensure staff are supported and enabled to provide a good standard of care. Action plans which identify the training needs of each staff member are agreed and monitored as part of the supervision process. Electronic records of supervision are maintained. However, these records are not accessible to individual staff when the manager is not

available.

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*.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance *raising concerns and making complaints about Ofsted*, which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2015