

## Children's homes inspection - Full

<b>Inspection date</b>	<b>12/01/2016</b>
<b>Unique reference number</b>	<b>SC010090</b>
<b>Type of inspection</b>	<b>Full</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered person</b>	<b>Partners in Care</b>
<b>Registered person address</b>	<b>Rouse House, 2 Wyther Lane, Kirkstall, Leeds, West Yorkshire, LS5 3BT</b>

<b>Responsible individual</b>	<b>Luiz Guilherme</b>
<b>Registered manager</b>	<b>Hayley Thistlethwaite</b>
<b>Inspector</b>	<b>Elaine Clare</b>

<b>Inspection date</b>	<b>12/01/2016</b>
<b>Previous inspection judgement</b>	<b>sustained 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>Requires improvement</b>
<b>the impact and effectiveness of leaders and managers</b>	<b>Good</b>

## SC010090

### Summary of findings

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

- ☐ This is a well-managed, child-focussed home in which children and young people make good progress in all areas of their lives.
- ☐ Children and young people are kept safe through good relationships with staff, careful planning and, over time, learning to keep themselves safe.
- ☐ The manager and staff provide effective nurturing care within which children and young people develop improved self-esteem and begin to flourish.
- ☐ The majority of young people make progress socially and in education. Poor behaviour is challenged and young people are helped to develop a sense of belonging so that they want to change.
- ☐ The manager knows the young people very well and their best interests are at the heart of decision making. They are consulted with at all stages and have a say in their home.

## 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>10: The health and well-being standard</p> <p>In order to meet the health and well-being standard, in particular reference to smoking, the registered person must ensure that staff enable</p> <p>10 (1)(b) children to receive advice, services and support in relation to their health and well-being</p> <p>10 (1)(c) children are helped to lead healthy lifestyles</p>	31/03/2016
<p>12: The protection of children standard</p> <p>Children are protected from harm and enabled to keep themselves safe. In particular that staff</p> <p>12 (2) (a)(vii) are familiar with and act in accordance with, the homes child protection policies</p>	31/03/2016
<p>12: The protection of children standard</p> <p>Children are protected from harm and enabled to keep themselves safe. In particular that staff are aware of</p> <p>12(2)(a) any risks associated with children and young people offending, misusing drugs or alcohol, self-harming, going missing or being sexually exploited are known and understood by the adults who care for them</p>	31/03/2016

## **Recommendations**

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

- When commissioning a placement in a children's home the placing authority must establish how the home will support the child's educational needs. In particular staff must actively challenge the local authority on behalf of young people to ensure that they are provided with meaningful and considered educational alternatives. (The Guide to the Quality Standards, page 22 paragraph 5.6)

## Full report

### Information about this children's home

The home is registered to accommodate up to 5 children of mixed gender aged 10 to 17 years old. A separate annex in the grounds of the home can accommodate a young person in a sole occupancy environment. The home specialises in the care of children who present with emotional and behavioural problems. It is operated by a private organisation.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
16/03/2015	CH - Interim	sustained effectiveness
01/12/2014	CH - Full	Good
25/02/2014	CH - Interim	Satisfactory Progress
31/10/2013	CH - Full	Good

### Inspection Judgements

	Judgement grade
<b>The overall experiences and progress of children and young people living in the home are</b>	<b>good</b>
<p>Young people are well engaged and they are all able to identify one or more staff whom they trust, and they draw security from the relationships they have built. Staff know and understand them in detail, take an interest in their daily lives and are sensitive to the particular circumstances of each young person. Staff are strong and thoughtful advocates on their behalf.</p> <p>Young people have a real say in their lives, through both formal and informal systems. This has included imaginative developments, for example, the decoration of the lounge and kitchen with art work completed by the young people.</p> <p>Young people use their time in the home constructively and staff engage them in thinking closely about their own roles in keeping themselves safe, taking responsibility for their actions and understanding their past lives. This is not always easy, but the relationships with staff are secure and non-judgmental and, to</p>	

varying degrees, young people have made discernible progress.

Generally young people attend education regularly and make progress in educational attainment. One young person has previously achieved exceptionally well in school and already has a number of GCSE's. It was noted that at the time of the inspection, this young person had only just secured a place in a school, despite staff actively being seeking a placement for her in the past four months. She had not, at the time of the inspection, engaged in close to 25 hours per week of purposeful education. The Local Authority had not taken this into account when the placement had been commissioned. This could affect their future academic progress.

Staff take a genuine interest in young people's education, they attend parent evenings and liaise closely with schools. They support young people to complete homework, encouraging them and working directly on occasions. This is a stimulating home which gives young people a sense of ambition.

Outside of school children and young people engage in a range of age appropriate sporting and social activities. Staff actively seek young people's views; they have supported young people to mix with peers whilst ensuring arrangements are safe and suitable. They have also promoted sibling contact and are keen that childhood is as normalised as it can be.

Young people learn to take responsibility for themselves and have some opportunities to learn life skills including shopping and cooking. While preparation for independence is promoted, this is essentially a nurturing home which seeks to care for young people so that they learn to value and care for themselves. At the time of this visit no young people were actively being prepared for independence and this reflects their current need and the commitment made to them.

Generally young people enjoy good health and managers and staff support this systematically. However most young people smoke and there was little in the way of plans to help young people to reduce and finally stop this. This could have a long term effect on their health and well-being. Any ongoing health needs are met as unobtrusively as possible. This is done sensitively, and young people are supported to take control and responsibility for their own health to a level commensurate with their age and understanding.

	Judgement grade
<b>How well children and young people are helped and protected</b>	<b>requires improvement</b>
Child protection policies have not always been followed by staff in the home. A	

recent concern expressed by a young person was only brought to the registered manager's attention a few days after an incident had occurred. At that time a decision was made by the management team that a staff member could continue to work in the home. This was against the company's own policy and procedures and as a result failed to protect young people. It was some two weeks later a senior manager made a decision that would protect all young people in the home, while an investigation took place.

There have been a small number of incidents in which young people have put themselves at risk, for example, sexual exploitation. The home has managed these effectively and ensured that young people are kept safe including the timely involvement of all other relevant professionals. Staff are knowledgeable about child sexual exploitation and exercise effective caution in managing those at highest risk. They have helped young people to keep safe, including persuading them to co-operate with restricted lifestyles if this has been necessary.

Staff have a good understanding about risks faced by young people generally and have a real grasp of particular issues affecting those in the home. There is a nurturing approach within which young people are encouraged to use their good relationships with staff to keep them safe. Young people had access to activities and some controlled free time, i.e. in a specific location, with peers. This ensures young people are safe and are only taking risks when it is clear they are able to make mature choices.

The managers and staff understand the risks associated with internet use and this is controlled carefully for young people at highest risk.

There have been a number of episodes of missing from home. These have reduced significantly as staff have developed more positive relationships with young people. The protocol for when young people go missing is well known to staff and closely followed. It has been effective in reducing risk when missing and ensuring they understand the concern of those that care for them. The arrangements for independent interviews when young people return have been effective.

Managers work proactively with other agencies, for example placing authorities and the police, to ensure that plans for young people are agreed by all relevant parties and are followed in practice.

Behaviour of young people living at the home is very good. Records and discussion demonstrate that this is mostly so now after a more challenging period. It is notable that some episodes of challenge, including violence to staff, have been worked through well and young people concerned have, reflected on and amended their behaviour. Behavioural management plans are in place and guide staff to be consistent in their approach.

The group dynamics of the young people are not straightforward, with quite a wide



age range and types of need. This is well considered in planning admissions and the current group, though diverse are compatible and give each other space or respect.

Recruitment procedures for new staff follow safer recruitment guidance and ensure that staff employed are suitable to work with children.

	Judgement grade
<b>The impact and effectiveness of leaders and managers</b>	<b>good</b>
<p>The home is effectively managed by a well-qualified and highly motivated Registered Manager who has formed a good and purposeful relationship with young people. They identify her as someone they can trust, but also have strong relationships with other staff. This hands-on style of management ensures that she has her finger on the pulse and is in good control of how young people are responded to by the staff group.</p> <p>The manager is currently undertaking her Level 5 diploma. She is supported by an equally motivated deputy manager and they provide good oversight and decisive responses to events in the daily life of the home.</p> <p>Managers supervise staff formally and informally, staff value this and say it is helping them develop in their roles. The manager and deputy recognise the impact the work has on staff and help them to build resilience to provide consistent support to children and young people including when the challenges have been substantial.</p> <p>The placement plans are on file and more detailed care plans covering behaviour, health and risk assessments have been developed which guide the care staff give. There is currently no clear system in place that would ensure that all risk assessments and changes in those risks for young people are known by staff. All young people have personal education plans on their files and managers have made links with all the education providers for all young people.</p> <p>The home's development plan is suitably ambitious. The manager has set child focussed goals and these have been met or partially met. Some young people are planning a holiday abroad next year; the use of clubs and facilities in the local area is well considered although with limited uptake.</p> <p>The premises are homely and well maintained. Lounge and dining areas are well decorated and young people were all pleased with their personal accommodation. Some have put their own art work onto the walls. The ground floor lobby in the</p>	

annex was being refitted at the time of this inspection, following floods in the local area.

The monitoring of the home through independent visitor reports and the managers quality assurance have been effective tools to drive improvement. Some reports lack evaluation however the area manager recognises this and has arranged a meeting with the provider of the visits to discuss this.

## What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

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Piccadilly Gate  
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