

Children's homes - Interim inspection

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| Inspection date | 23/03/2016 |
| Unique reference number | SC007284 |
| Type of inspection | Interim |
| Provision subtype | Children's home |
| Registered person | Horizon Residential Children's Home |
| Registered person address | 46 The Ridgeway, North Harrow, HARROW, Middlesex, HA2 7QN |

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| Responsible individual | Mehnaaz Chaudhary |
| Registered manager | St Simmons Muhammad |
| Inspector | Christine Kennet |

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| Inspection date | 23/03/2016 |
| Previous inspection judgement | Outstanding |
| Enforcement action since last inspection | None |
| This inspection | |
| The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection | |
| <p>This home was judged Outstanding at the full inspection. At this interim inspection Ofsted judge that it has improved effectiveness.</p> <p>This home continues to offer exceptional services to young people in its care. Despite its outstanding rating, the leaders, managers and staff team have continued to develop and improve the service.</p> <p>Three recommendations at the last full inspection in December 2015, in respect of the physical environment, monitoring equipment and monitoring visit reports have been met. This demonstrates the leaders and managers capacity to continue to improve the home.</p> <p>Although there were only minor issues raised about the physical environment at the last inspection, the home has undergone a total redecoration and staff say they touch up paintwork regularly to keep the home looking fresh and presentable. Young people have been involved in choosing new sofas, fixtures and pictures. There is a replacement for the broken blind in the front room. The removal of a padlocked cupboard in the dining room used to store additional foodstuff has made the whole room brighter. In its place are shelves containing ornaments, giving the whole room a homely feel. A regular rota is in place to ensure any rubbish or cigarette ends in the garden are quickly disposed of.</p> <p>The children's guide and consent forms inform young people and placing authorities about alarms on bedroom doors at the point of placement. All parties sign consent forms to indicate they understand and agree the level of monitoring within the home and the reasons for this.</p> <p>Monitoring reports completed by an independent person who visits the home every month have improved. These are sent directly to the regulator ensuring their autonomy. The reports are becoming more robust, giving a better analysis, and are making recommendations about how the service can improve.</p> <p>A continued strength of this home is the matching and admission process. The manager carefully considers information outlining young people's needs, risks and strengths prior to agreeing a placement. A detailed impact risk assessment</p> | |

considers the needs of the existing young people, helping to ensure minimal disruption. This approach has supported positive placements that have generally worked well and given an opportunity to support and work with young people to improve their futures. The home refuses many referrals through this process and often runs with a vacancy, waiting for an appropriate match.

Two young people have left the home since the last inspection. One young person had a very positive transition to semi-independence and was able to acknowledge the positive work undertaken during his time within the home. Another young person left the home in circumstances beyond their control, but due to safety issues for staff, other young people and on police advice. One young person is due to leave the home later this year and transitional work and independence planning is underway to support this move. The placing authority have been offered an outreach plan to support this move.

Two young people moved into the home since the last inspection. One young person was not an appropriate match. It later emerged that vital information, which was instrumental in the early breakdown of this placement, was not shared. A management review of this admission and a meeting with the placing authority has provided learning opportunities for future admissions. The other young person has settled well and enjoyed a positive transition with all essential information and planning in place to support this move.

Another strength of this home is the stable, committed and experienced staff team. Staff are well trained in topical and emerging issues for young people, such as radicalisation, gang association, missing from care and sexual health. The three senior staff are all completing the level 5 in leadership and management.

Key strengths lie in staff's abilities to forge and strengthen positive relationships with young people. Their ability to provide and maintain consistent boundaries and routines is clearly evident.

Young people continue to make good progress in this home. For example completing a youth offending order and remaining out of trouble with the police, completing the Princes Trust apprenticeship and maintaining and progressing in mainstream schooling. Young people engage with education. Staff, including an education coordinator, support them closely with this. Staff use key work sessions and young people's meetings positively.

Outside trainers have completed sessions for young people on drug misuse (including legal highs) and sexual health. Certificates have been issued for these training sessions. Young people can add to these to their curriculum vitae which the education coordinator helps them to compile. The leaders and managers plan to expand this idea and encourage young people's learning in vocational areas, boosting skills and confidence.

Safeguarding is central to the practice in this home. Appropriate notifications of

serious incidents are sent to the regulator and safeguarding concerns are reported to the appropriate agencies to be investigated promptly. Young people feel safe in this home and benefit from good quality risk assessments that include all key areas of risk and provide staff with clear strategies to manage challenging behaviours.

Restraint is rarely used. On the occasions when it has been, records are clear and compliant with regulations. Young people know how to complain and the manager has recently introduced a 'grumbles' book which addresses issues raised by young people. This records how these issues have been addressed, often ameliorating the need for formal processes.

Young people are regularly consulted on the running of the home and their feedback is responded to positively. For example, a recent request to plan more group activities has led to go karting, meals out and cinema trips.

Partnership working is a strength of the leaders and managers in this home. There are strong links with placing authorities and the local community police. Stronger links are being established with the host authority and missing from care and exploitation teams of the police. Various professionals including social workers, mental health workers and the youth offending team provided positive feedback on services provided. One worker says, 'they are like a nagging parent', when talking about how they advocate for young people.

The service manager is very involved in the day-to-day running of this service and has very positive development plans to continue to improve the service. These plans include enhancing vocational opportunities for young people and involving therapeutic services in visiting and supporting young people in the home. They also promote plans to further develop the educational coordinator role.

Information about this children's home

This privately run home accommodates six young people. The home offers care to young people with emotional and/or behavioural difficulties.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|------------------------|
| 08/12/2015 | Full | Outstanding |
| 18/03/2015 | Interim | Improved effectiveness |
| 23/10/2014 | Full | Outstanding |
| 03/02/2014 | Interim | Good Progress |

What the inspection judgements mean

At the interim inspection we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

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 focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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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Manchester
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