

## Children's home inspection – Full

<b>Inspection date</b>	<b>26/10/2016</b>
<b>Unique reference number</b>	<b>SC461938</b>
<b>Type of inspection</b>	<b>Full</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>Crystal Care Solutions Limited Company Number 05952454</b>
<b>Registered provider address</b>	<b>Bank House Market Square Congleton Cheshire CW12 1ET</b>

<b>Responsible individual</b>	<b>James O'Leary</b>
<b>Registered manager</b>	<b>Lisa Collins</b>
<b>Inspector</b>	<b>Lisa Mulcahy</b>

<b>Inspection date</b>	<b>26/10/2016</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>Good</b>
<b>The impact and effectiveness of leaders and managers</b>	<b>Good</b>

## SC461938

### Summary of findings

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

- The leadership and management of the home is good. The home is effectively managed in the best interests of the young people to ensure that they have positive experiences. Their needs are met well and they make progress in all areas of their lives.
- Young people are making progress in education and have good attendance. The staff support and encourage them to do well in education.
- Young people are cared for by a committed and supportive staff team who promote their safety and well-being.
- Young people are listened to, and their views, wishes and feelings are given the highest priority.
- Young people live in a nurturing, supportive environment, which is furnished and decorated to a good standard. They have personal items around the home, which provides a very homely environment for them.
- Young people's health care needs are identified and acted upon, and they have an up-to-date and comprehensive health care plan in place.
- Behaviour management in the home is good, and young people are clear on what is expected of them. Rewards for positive behaviour far outweigh consequences for negative behaviour.
- The safeguarding practices in the home are generally good. However, the review of the home's location does not address all known risks in the community.
- Records in the home have improved and are now more detailed. However, they are not always dated and signed by staff, young people (where appropriate) and the manager.

## **What does the children's home need to do to improve?**

### **Recommendations**

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

- All children's case records (regulation 36) must be kept up to date and stored securely whilst they remain in the home. Case records must be kept up to date and signed and dated by the author of each entry. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3)
  
- Under regulation 46, the registered person should review the appropriateness and suitability of the location and premises of the home at least once a year. The review should include the identification of any risks and opportunities presented by the home's location and strategies for managing these. ('Guide to the children's homes regulations including the quality standards', page 64, paragraph 15.1)

## Full report

### Information about this children's home

The home is one of several homes within a private organisation that provides care and accommodation for up to two young people with emotional and/or behavioural difficulties or learning disabilities.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
09/03/2016	Interim	Sustained effectiveness
23/06/2015	Full	Good
11/11/2014	Full	Good
15/07/2014	Interim	Improved effectiveness

## Inspection judgements

	Judgement grade
<p><b>The overall experiences and progress of children and young people living in the home are</b></p>	<p><b>Good</b></p>
<p>Young people enjoy positive, caring and nurturing relationships with staff who care about them. They enjoy spending time together, for example going shopping or doing activities. The staff have a good understanding of the young people’s individual needs and meet these well. A staff member said, ‘I enjoy spending time with the young people and knowing I can make a positive difference to their lives.’ As a result of the care provided to young people they make progress in all areas of their lives.</p> <p>Generally, young people behave well in the home due to the clear, consistent boundaries in place. When incidents occur, the staff are able to establish the reasons why and respond appropriately to ensure that incidents are managed effectively. They are able to do this due to the robust behaviour management plans in place. The home has a clear focus on rewarding positive behaviour and dealing with concerning behaviour in a restorative way that allows staff and young people to reflect and avoid similar incidents occurring again. This practice has resulted in rewards far outweighing consequences in the home.</p> <p>Young people are making good progress in education. They have good attendance and their attainment is in line with their peers due to their own hard work and commitment, aided by the encouragement and support from the staff. Education plans are in place, which clearly outline their education needs and how they are met. The plans include detailed information about young people’s levels of attainment, their targets, and their achievements to date. Plans are reviewed and updated regularly and clearly show the progress that they are making. This positive emphasis on education means that young people understand the importance of education and how it will help them achieve their aspirations.</p> <p>Health care plans are up to date for young people and clearly show their current health needs and how these are met. Young people are fully supported in relation to all areas of their health and development including their physical and emotional well-being. Staff respond appropriately to the health needs of young people and seek advice from health professionals when necessary. For example, during the inspection a young person was supported to visit the GP in relation to her emotional well-being. This proved to be extremely positive for the young person who said that she felt much better after talking to staff and her GP about how she was feeling. Young people regularly attend for routine health checks, including optician and dental appointments, and they are up to date with their children looked after health assessments. They are supported to adopt a healthy lifestyle by staff who spend time cooking healthy meal options with young people and</p>	

engaging in physical exercise with them. This promotes a positive healthy environment for young people who understand the benefits of adopting a healthier lifestyle. This will ultimately have a positive impact on their health and well-being now and in the future.

Placement planning for young people is good. Young people's needs are defined clearly and suitable action is taken to address them. For example, one young person was entitled to benefit payments in her own right, so staff were proactive in ensuring that an application was made for her to receive the benefits she is entitled to. In relation to contact for one young person, staff have sensitively addressed with family members the importance of a consistent approach to contact in order to avoid potential confusion for the young person. The manager and staff have developed positive relationships with a range of multi-agency professionals to provide additional support and information for young people. Key-work sessions work hand in hand with identified needs and targets. Young people engage well within these sessions and consistently review and comment on progress they make. This positive approach to placement planning contributes to the young people making positive progress in all areas of their lives.

Young people benefit from a wide range of social and recreational opportunities with the staff team, other young people living in the home and with their peers. They are encouraged to engage in activities that they are interested in, including cadets and majorettes. They are also offered opportunities to engage in new experiences, including badminton and attending local youth clubs. The wide range of opportunities that young people experience supports them in building their social interaction, builds confidence and self-esteem and enables them to make new friendships.

The views, wishes and feelings of young people are very important to staff, and they have strategies in place to ensure that they continually seek these from young people. They have regular key-work sessions, young people's meetings and offer young people access to an independent advocate. The manager and staff take action in response to the views of young people when possible, and if they are unable to take action, then they will explain the reasons why. For example, in a young person's meeting, one young person asked for a pet goldfish and another asked for a rabbit. An incentive was put in place, and staff undertook work with the young person to ensure that they understood the responsibilities of caring for pets. Recently, another young person has asked for a chinchilla and, again, staff explained that this is something that is possible, once she has demonstrated that she is able to care for it and has managed the agreed incentive. Staff will spend time with the young person researching how to care for a chinchilla to support her in achieving this.

The home is decorated and furnished to a good standard and provides a nice environment for young people. All areas of the home have personal items, photographs or artwork by the young people, which promotes a 'nurturing family

feel' for them. A social worker said, 'The young person is really happy with her bedroom and the lovely family home feeling she has in the home.' The young people's bedrooms have recently been redecorated, and a sensory area is now in place in one young person's bedroom to support her specific needs. The young person said, 'I enjoy spending time in the sensory area as it helps to relax me.' Staff confirmed that the young person has been more settled since the sensory area was introduced to her bedroom. A young person prepared a piece of artwork and a letter for young people who may be preparing to come and live in the home. This is on display in the dining room. It says, 'The home is a nice home to live in and all the staff are very nice. If you are good you get pocket money and other money and we would like you to come here as you would love it.'

	Judgement grade
<b>How well children and young people are helped and protected</b>	<b>Good</b>
<p>Safeguarding young people is a priority for the manager and staff and is central to their practice. They understand the importance of regular safeguarding training to ensure that they have the necessary skills, knowledge and understanding to safeguard effectively the young people who they care for. In addition, they seek advice and guidance from safeguarding professionals in order to ensure that young people are safe. For example, professionals from a local service specialising in supporting young people and services to manage and understand the risks associated with child sexual exploitation and young people being missing from home regularly meet with staff and young people to offer advice and raise awareness of the importance of keeping safe.</p> <p>Detailed risk assessments and plans are in place for young people. Young people are encouraged to be involved in identifying risks and to learn about how to respond appropriately should they have any concerns. This information is incorporated within the risk management and behaviour support plans for young people. These plans are effective because young people are involved in devising them, including coming up with strategies to reduce or manage the risks. The plans are reviewed monthly or following an incident and clearly outline the current level of risk. This contributes to the robust safeguarding practices within the home and helps to reduce risk and safeguard young people.</p> <p>The home takes swift action to safeguard young people at risk of self-harm. The manager and staff were able to identify when this was an issue and took appropriate action to manage the risk. This included visits to the general practitioner, liaison with child and adolescent mental health services professionals, key-work sessions and proactive risk management to ensure that plans are</p>	



updated and staff know what to do and how to respond. This appropriate action means that young people receive appropriate support and that their welfare is promoted.

Physical intervention in the home is used as a last resort. Risk management plans and behaviour support plans outline when physical intervention is to be used, and this is only after other strategies have been exhausted, for example distraction, humour and reassurance. Records clearly outline the details of the incident and the debrief that took place with the young person following the physical intervention. All staff are adequately trained in the use of physical intervention.

The home has clear procedures in place for when young people go missing. Records show that staff take action to locate young people and support their safe return home. The manager and staff have good relationships with the police, local authority and missing-from-home co-ordinators to ensure that appropriate systems are in place to respond to and fully support young people who go missing. The records completed within the home when young people go missing are detailed and clearly show who has been informed, a chronology of the incident and the debrief with the young person when they have returned. However, the records do not include when an independent return interview has taken place. This is important, as it will show the work undertaken to protect the young person from the risk of going missing again, from risks they may have been exposed to while missing, or potentially from risk factors in the home. Therefore, records do not truly reflect the good work, support and intervention that has been in place to manage the missing episode and safeguard the young person.

The home has improved practice in relation to planning for young people moving in and out of the home. Appropriate measures are in place to ensure that young people have a smooth transition into the home and feel welcome. Detailed impact risk assessments are completed prior to any new admission, and all staff and young people living in the home are consulted as part of the assessment. Any new admissions are only agreed when the manager is satisfied that the home can meet the new young person's needs and that it will not create any additional risks for those already living there. A social worker said, 'The young person visited the home prior to moving in and was given a very warm welcome. When she moved in she received a welcome basket of items and a welcome card.' Likewise, the manager and staff support young people to move on from the home. The manager has recognised when they have been unable to fully safeguard a young person in their care and has liaised with placing local authorities to ensure that an alternative placement is identified that is able to meet the young person's needs.

There is a review of the home's location in place, but it does not address all known risks within the community. For example, the close transport links, access to railway lines and bridges, local shops, bars or other children's homes in the locality. The manager has not evaluated the limited information to show what this means for the young people and what, if any, action is required to manage the risks

effectively.

The home has employed some new members of staff since the last inspection. The procedures in place for the recruitment of staff are safe and ensure that only suitable adults care for young people.

	Judgement grade
<b>The impact and effectiveness of leaders and managers</b>	<b>Good</b>
<p>The manager has been registered since October 2015. She had previously worked in the home as a residential care worker and deputy manager. She is currently undertaking training towards the level 5 diploma in leadership and management. She seeks to build highly effective working relationships with a range of professionals to secure positive outcomes for young people. She can clearly demonstrate the positive impact that living in the home has had upon the current two young people's overall progress.</p> <p>The manager has positive relationships with the young people living in the home and takes an active role in their day-to-day care, as she is on the staff rota and completes shifts in the home. She is very enthusiastic and motivated and wants what is best for young people living in the home. A staff member said, 'The manager goes out of her way to support the young people and manage the home. This often results in her being here more than she should be!' This level of commitment shows that the manager cares about the young people and staff.</p> <p>The staff feel supported by the manager and enjoy working with her. They receive regular, effective supervision that reflects on their practice and the needs of young people. Supervision for new staff is more frequent and part of their induction plan, which is reviewed regularly. Team meetings are planned and reflective in nature, with young people being at the centre of discussions. A staff member said, 'I feel that I can talk to the manager and she listens to me, unlike previous managers I have had. She always guides me right.' Another staff member said, 'I am given good opportunities here and feel positive that things are improving in the home.' There is a positive and supportive environment in the home. This benefits young people and staff alike.</p> <p>The manager is keen to ensure that the home has a consistent staff team in place so that the need to use agency staff is reduced. All staff members are recent appointments to the home, apart from the manager, and with one more new member of staff due to start work shortly, the full complement of staff will soon be</p>	

in post. The staff team members work well together and are looking forward to welcoming their new colleague to the home. The manager also ensures that when agency staff are used, they are staff who have previously worked in the home. A consistent staff team will ensure that young people are cared for by people who know them and their home well.

The home is achieving its aims and objectives as set out in its statement of purpose: 'To provide nurturing, structured and supportive care to enable young people to establish equilibrium in their lives.' The young people's guide clearly outlines what young people can expect when living in the home. These two significant documents provide an accurate description of the home, which is helpful to professionals, family members and young people.

The two requirements made at the last inspection have been addressed, which demonstrates the home's capacity for continuous improvement. The manager recognises the value of internal and external monitoring processes in helping her to drive up standards for young people. She has a good understanding of the strengths and weaknesses in the home and has a vision of how the home will continue to develop and improve in the best interests of young people.

Although there have been some improvements in the recording systems within the home, some of the records were not clearly dated and signed by the author, other staff members, young people and the manager. For example, behaviour support plans, missing-from-home records and incident logs. This does not reflect that all staff and young people (where appropriate) are aware and in agreement with the content of records and agreed actions. Therefore, the quality of care to young people could be compromised.

## 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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