

1231399

Registered provider: Sandcastle Care Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is registered to provide care and accommodation for four children of the same gender, who have emotional and/or behavioural difficulties. The home is a specialist residential, therapeutic community, providing care and treatment to psychologically traumatised young people. It is part of a larger organisation that has a number of homes in the area.

Inspection dates: 15 to 16 August 2017

Overall experiences and progress of children and young people, taking into account	outstanding
---	--------------------

How well children and young people are helped and protected	outstanding
---	-------------

The effectiveness of leaders and managers	outstanding
---	-------------

The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care.

Date of last inspection: 21 November 2016

Overall judgement at last inspection: Good

Enforcement action since last inspection

None

Key findings from this inspection

This children's home is outstanding because

- The management team and staff have high aspirations for the young people in their care and, as a result, young people make excellent progress in all areas of their lives.
- Young people have extremely positive relationships with staff. Their lives are enriched by activities that promote their social skills, self-confidence and self-esteem.
- The young people's participation is encouraged. They feel listened to and valued by their staff. The young people's achievements are recognised, praised and celebrated.
- Young people's physical health needs are met. The staff make sure that they maintain this good health through regular check-ups with appropriate professionals.
- The service model of therapeutic care is understood by staff and implemented in practice. This ensures that the young people have their psychological and social health needs identified and met.
- Young people have made very good progress with their education, and all have education or work experience placements that meet their needs.
- Young people have ceased risky behaviours and know how to keep themselves safe. The management team and staff succeed in providing young people with a nurturing and supportive home where they feel safe.
- Innovative work is undertaken with family members to ensure that the young people's contact visits are a positive experience, leading to improved relationships.
- Young people's care plans are clear and understood by them. Planning for young people's transition from the home is thorough and well supported by the staff.
- Leaders encourage the professional development of staff. Staff are supported to reflect on their practice in order that they can consistently meet the specific needs of the young people.
- Effective monitoring and reviewing of care plans ensure that the quality of care remains high.
- The home environment is very comfortable and meets the young people's needs. The management team is creative and aspirational, and managers continually seek to make improvements to the home and the care provided.
- Partnership working is a real strength. The manager and staff ensure that communication with other professionals is effective so that young people benefit from the services they require.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
21/11/2016	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: outstanding

Young people are making exceptional progress in all areas of their lives as a result of living in the home. Positive relationships are strengthened by the committed and caring staff. This approach has contributed to making a real difference to the lives of the young people. From their previous chaotic lives, the young people are more stable. Young people recognise the progress they have made from the time they started living in the home and said:

- 'I know how much I have changed. I used to get up to all sorts of stuff, but now I am sorted. This home and the staff have really made a difference.'
- 'I have been here a year and one month. I have done really well and [am] looking forward to my work experience.'
- 'Things have worked out really well for me and I am returning home. I know the staff will always be there for me.'

Young people have a variety of very positive experiences that enrich their lives and provide them with opportunities to enhance their social skills and develop their self-confidence and self-esteem. Staff focus on and encourage the young people's aspirations. The young people's enjoyment in events is evident in photographs displayed in the home. These show them taking part in a sports day, enjoying holidays and trips out. Senior leaders in the organisation contribute to the young people's well-being and have taken part in the annual sports and team-building day. These arrangements provide the young people with a sense of belonging.

Young people take part in activities they enjoy with the staff and with each other. They contribute their time to local events and raise money for local charities. Young people took part in a colour splash run for a cancer charity. They cooked food for the local church that supports homeless people, and made cakes and sweet bags to raise money towards the funds for the treatment of a local child. Their contributions are a valuable life skill in which they recognise and support people less fortunate than themselves.

The home provides care based on an established model of therapeutic interventions. This is embedded in practice, and staff show give clear examples of practice based on the therapeutic model used. Young people enjoy receiving consistent care, which enables them to develop a sense of stability and security in the home. As a result, young people have improved their behaviours and reduced their previous risk-taking behaviour.

Young people take part in decisions that affect them. This participation means that young people have a voice and feel listened to and valued. They are confident that staff will act on things that matter to them. Young people take part in meetings with staff and contribute their ideas about menus, decor and activities. Feedback questionnaires are used to seek the views of young people, professionals and parents, and include exit questionnaires for those young people moving on. These systems enable the manager and staff to sustain the high level of care provided to the young people in the home.

All young people are engaged in education that is tailored to meet their individual needs. College or work experience placements are attended and are benefiting the young people in preparation for adult life. Staff support the young people very well and ensure that they progress in their education and experiences. One young person who was hesitant and anxious about attending the school prom night texted the home to say, 'Thank you [staff] for all helping me, sometimes I want to cry, if it wasn't for you staff helping me towards this I would not have gone.'

Staff ensure that young people's physical health needs are met. Young people are encouraged to take part in all routine health checks and assessments. Staff have access to clinical support to assist them in meeting each young person's emotional, social and psychological well-being. Young people engage in therapy sessions in a separate building within the grounds of the home. This therapy suite has been designed by young people and features artwork, decorations and colours chosen by them.

Young people moving into and out of the home are managed well. One young person has left the home since the last inspection. This was planned very well, and the move took place over a period of time. The organisation has purchased a flat in a local community. This provides young people with real-life experiences and the necessary life skills, through the use of a structured independence programme.

Improvements to the admission process are now in place. Managers ensure that a robust impact risk assessment is carried out, by which they assess, as far as possible, that the home can meet the needs of a new young person. This reduces any likely impact on the young person moving into the home and those already living in the home.

Young people said that they are confident about telling staff if there is anything that worries them and know that staff will listen. Young people know how to complain and have information about independent people and organisations.

Contact arrangements are an essential part of each young person's placement plan. Staff liaise with social workers and contact officers to agree and support safe contact arrangements. Staff working with the therapist, families and young people have been successful in supporting improved family relationships. Two young people, in line with their agreed plans, are preparing to move back home with their families. All contact arrangements and all activities are subject to risk assessments that are understood by the staff. These arrangements are integral and keep young people in touch with the people who are important in their lives. One parent told the inspector, 'I am really happy with all of the staff. They are absolutely amazing and have supported her [daughter] and me to get to where we are today. I have nothing but praise for the home.'

Staff are extremely knowledgeable about the specific needs of the young people. Their knowledge is backed up by clear evidence in young people's support and care plans. Young people contribute to the records kept in the home and have their own individual placement plans. Mementos, photographs and quotes from staff ensure that their experiences in the home are captured. Young people who leave the home do so with a

memory box to look back on their time spent in the home.

How well children and young people are helped and protected: outstanding

The strong safeguarding culture results in the managers and staff prioritising the need to protect young people from harm. Young people told the inspector that they feel safe and have confidence in the ability of staff to manage situations which could have a negative impact on their physical and emotional well-being.

Young people have become significantly safer as a result of living in the home. Young people who were at high risk of child sexual exploitation have had these risks significantly reduced. Young people who were formerly frequently missing from their home or previous placement now rarely go missing or have unauthorised absences from the home. A social worker told the inspector:

- 'Young people's progress is extraordinary, I am confident that the leadership team and staff are very good at safeguarding and protecting the young people.'

And the police missing from home coordinator said:

- 'I have requested a placement with the commissioners for a young person to be considered for placement at this home, as you won't find anything better than this home.'

The manager has an excellent understanding of safeguarding arrangements, and this cascades through the staff team. There is appropriate consultation with, and referral to, the designated officer when allegations are made about staff. One allegation, following the last inspection, has been dealt with in a way that keeps young people safe and provides the necessary support to the staff member. The manager has good and effective relationships with the local community police officers and safeguarding unit.

Staff are trained in safeguarding procedures and have used practice-based research to inform them and ensure that young people remain protected. The staff discuss with the young people the potential risks that exist online, in particular about making sensible choices about social media use, online friendships and signs of grooming. Staff are fully aware of current affairs and educate young people about the risks of radicalisation.

Staff are knowledgeable about the young people's historical risks and work closely with partnership agencies charged with protecting young people, when necessary. They use emerging information and patterns of behaviour to regularly reassess risk. Staff also promote young people's own understanding of the impact of their behaviours on themselves and others. The therapy has a whole-team approach based on person-centred principles. Young people have significantly modified their behaviour, restraint is rare and sanctions imposed are fair and agreed by them. The manager reviews, records and dates her analyses in the behaviour management records.

When disruption has occurred in the home, the staff consider the young person's behaviour as an underlying concern about something else that may be going on in their life. Young people are de-briefed and have the support of the psychotherapist. Risk

strategies and support plans are updated to reduce any further incidents. Young people have the necessary support available to them, and do not have to wait for external appointments with professionals. These arrangements have contributed to a home that is very settled, and incidents of inappropriate behaviour are rare.

Staff recruitment procedures are comprehensive and ensure that only suitable people are employed at the home. New staff to the home are supported through an effective induction procedure that includes full training on areas such as safeguarding, child sexual exploitation and the action to take should a young person go missing from the home.

Regular health and safety tests are carried out and recorded by delegated staff. All visitors to the home are required to show their identity and sign in. On arrival or in the event of new staff or young people coming to the home, the fire alarm is activated and evacuation procedure carried out. These arrangements keep young people, staff and visitors safe in the home.

The effectiveness of leaders and managers: outstanding

The home is effectively led and managed by an extremely committed, experienced, qualified and knowledgeable registered manager. She is supported by a senior practitioner. They demonstrate a high degree of passion and aspiration to improve the lives of the young people at the home. They inspire the staff to have the same level of commitment and passion for the young people whom they care for and support. Staff are complimentary about the support they receive, through regular supervisions and annual appraisals. They feel that the management team and senior leaders within the organisation are approachable and committed to the young people's needs.

Staff feel valued and they know that their views are listened to in developing the home. Their competence is assured through access to regular and relevant training. Most staff are qualified to level 3 or higher. Other staff are in the process of obtaining the level 3 qualification within the required timescales, set by regulation. There are opportunities for career development, in the home or within the organisation.

The home's statement of purpose document and children's guide reflects the ethos of the home and the objectives of providing a therapeutic community. The home has recently completed a peer review for therapeutic care. This has been assessed by an independent organisation, and following a visit to the home they concluded in their report that:

- 'The home, manager, staff and young people have done well to achieve the high level of therapeutic practice they are currently working with. The self-review completed by the service was thorough, and it was clear that time had been taken to reflect upon the standards and the work of the service. The service has strong leadership from the CEO and manager of the home. Their views for the model of practice [have] been clearly communicated to the team at the home, and [are] understood by all. It's an achievement that the service continues to provide training to the staff at the home about the model of practice and therapeutic

practice in general.'

Lessons learned from the therapeutic peer review are being disseminated through the organisation and into other homes. Research-informed practice in relation to residential care and the conclusions of public enquires have enhanced young people's care in the home and strengthened the procedures to keep them safe.

A strength of the home is the standard of assessment of young people's needs and subsequent care planning. The assessment and therapeutic process are comprehensive. Detailed reports of the young people's emotional, psychological and physical health needs are compiled. This information is used to develop highly individualised care plans, which provide staff with clear strategies for meeting young people's needs. This results in the young people receiving consistent, well-planned care. Although the home has an established model of care, leaders and managers work in partnership with placing authority social workers and placing commissioners to ensure that the young people's needs are identified and met in the most effective way.

Managers monitor the care practice and the young people's progress. They carry out daily and weekly checks to ensure that any practice issues are promptly actioned. The staff complete detailed daily records, which include individual progress made by young people. This information is used to provide the basis of a comprehensive report for social workers and parents. Managers quickly implement any recommendations made by the independent person. The reports are available in the home and sent to Ofsted each month. The home has a comprehensive development plan. Managers understand the strengths and areas for development in the home.

The registered manager will challenge placing authorities if she perceives that other professionals are not working in the young person's best interests. Partnership working is effective and contributes to the progress that the young people make in the home.

The home's approach to promoting tolerance is excellent. All staff were observed to be very open in their discussions with the young people. There are regular themed displays in the home that address current social issues and characteristics representing diversity. These measures ensure that the young people have a strong awareness of difference, and see it as something to be proud of.

Following the last inspection, the manager provided Ofsted with an action plan on how the four requirements have been addressed. This inspection provided clear evidence that improvements have been made and sustained. These improvements are in relation to the health and well-being standard, the protection of children standard, the care planning standard and behaviour management records.

No requirements or recommendations are made at the inspection.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the difference made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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 whom it is trying to help, protect and look after.

Using the 'Social care common inspection framework', this inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

Children's home details

Unique reference number: 1231399

Provision sub-type: Children's home

Registered provider: Sandcastle Care Ltd

Registered provider address: 49 Whitegate Drive, Blackpool, Lancashire FY3 9DG

Responsible individual: Joann Snelson

Registered manager: Angela Farmer

Inspector

Mark Kersh, social care inspector

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, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding 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 1231, 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 <http://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 <http://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: <http://www.gov.uk/ofsted>

© Crown copyright 2017