

1227596

Registered provider: Reflexion Care Group Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home is registered to provide care and accommodation for up to three children and young people who have emotional and/or behavioural difficulties and/or learning disabilities.

Inspection dates: 14 to 15 November 2017

Overall experiences and progress of children and young people, taking into account **good**

How well children and young people are helped and protected **good**

The effectiveness of leaders and managers **good**

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 8 March 2017

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Key findings from this inspection

This children's home is good because:

- Young people receive good care. Healthcare, education, risk assessment and behaviour management inform the consistent day-to-day care of young people.
- Staff's in-depth understanding and celebration of young people's individuality is

reflected in care-planning strategies and their interaction with young people.

- Young people make good progress and identify improvements in their behaviour. They say that the home feels like their own home, they feel less angry and can socialise better.
- Young people value and do well in education.
- The registered manager prioritises her safeguarding responsibilities. She works collaboratively with social workers and police to keep young people safe.
- Leadership is strong.

The children's home's areas for development:

- Stem the high turnover of staff and retain new staff.
- Improve the monitoring of trends and patterns of physical intervention.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/03/2017	Interim	Sustained effectiveness
03/11/2016	Full	Good

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 within the given timescales.

Requirement	Due date
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that helps children aspire to fulfil their potential; and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home. (Regulation 13(1)(a)(b) and (2)(f))</p> <p>This is with particular regard to monitoring the patterns and trends of the use of physical intervention.</p>	29/12/2017

Recommendations

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

The registered person should plan staffing levels to ensure that they meet the needs of children and can respond flexibly to unexpected events or opportunities. Staffing structures should promote continuity of care from the child's perspective. If children complain, or give a view on how the staffing structure could be improved to promote the best care for them, appropriate action should be taken. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.15)

Inspection judgements

Overall experiences and progress of children and young people: good

While young people have experienced a period of instability following the admission and discharge of a third young person to the home, their trusting relationships with staff remain consistent. Talking through their experiences with staff is integral to young

people's sense of well-being. They appreciate the commitment that staff show to all young people who come to live at the home.

Young people have experienced an unsettled period of time due to the changing dynamics within the group. One social worker said that she has 'nothing but praise' for the staff team, and is appreciative of the commitment and care provided to one young person during a period of very challenging and aggressive behaviours. The social worker stated, 'They [staff] always showed that they cared for her and every day was a new day. The staff were always able to look at the positives.'

Young people have high-quality relationships with staff. These relationships have helped the remaining young people to quickly settle and continue to make good progress in all aspects of their lives. They have developed greater insight into their emotions, find solace in talking to staff and understand how their anger can impact on their behaviours. One social worker highlighted how one young person has grown in maturity and empathy and has greater emotional resilience because of the support that they receive from staff.

Young people thrive and are nurtured by staff. Staff have good parenting skills. They prioritise morning and evening routines to ensure that young people get up and return from school happy.

Young people enjoy school and make good academic progress. Staff's collaborative work with education staff is integral to one young person's improved attendance and ongoing achievements. The young person's 'star of the week' certificates take pride of place in the home. Another young person appreciates the support that he receives from staff and the interest that staff show in his education and after-school activities. Staff attendance at parents' evenings, school plays and 'parent and child activities' are crucial to the young person's growing confidence. This includes his first solo performance in a school presentation, with the registered manager in proud attendance.

Young people develop new interests and enjoy a range of activities including football, trampolining, cycling, fishing and horse riding. They develop good self-esteem as they excel in their hobbies. They learn new skills and develop important social skills as they learn the importance of team involvement. Football awards, including a recent 'man of the match' award, are proudly displayed in the home.

Young people are more empowered because the registered manager is a strong advocate and skilfully represents their views. Collaborative work with police, youth offending services, the judicial system, teachers and social workers has been important in making sure that one young person has not been criminalised but understands the seriousness of his behaviour.

Young people are given time and space to express their ideas, worries and concerns. They say that staff listen and enjoy their key-working sessions, even when staff have to talk through difficult subjects.

Weekly house meetings give young people the opportunity to talk about the running of

the home, relationships, behaviour and plans for the week ahead. They can raise concerns and give ideas, knowing that these are recorded and fed directly back to the manager. The written responses received from the manager are valued by young people. For example, they take pride in the home because their ideas and choices for decor and bedroom improvements have been central to the refurbishment of the home.

The manager and staff value young people's views. Any complaints are addressed effectively. Young people's concerns are taken seriously and this is evidenced in the effective referral of safeguarding concerns.

Young people's health improves. Staff liaise with a range of health services. Young people are supported to maintain healthy weight levels, eat a balanced diet and undertake regular physical exercise. Young people take pride in their appearance and have much better personal hygiene because of the support that they receive from staff to build their confidence. Staff closely monitor young people's mental health. Clear daily routines bring improvements to young people's behaviour and sleep patterns. They thrive with better sleep and reduced anxiety at bedtime.

Young people develop a good sense of responsibility and invest in the home. They, and the staff, take pride in the house and there is a great sense of joint ownership as everyone helps with the daily upkeep of the home. One young person is very proud of his new-found independence as he embarks on budgeting and cooking his own meals.

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

Young people receive consistent high-quality care from staff. Regular care planning reviews and good communication with social workers ensure that young people's care is aligned with their placing authorities' plans and expectations.

Staff have a good understanding of safeguarding procedures. They are constantly vigilant and make sure that effective supervision keeps young people safe. The understanding that staff have about young people's family backgrounds, childhood experiences and identities provides a firm foundation and helps them to keep young people safe. Comprehensive risk assessments clearly outline the risks to young people. Risk and behaviour management plans provide guidance for staff to keep young people safe, both inside and outside the home.

Behaviour management is a key strength. Staff practice is underpinned by the home's reflective therapeutic model of care. Staff engage with young people to explore and reflect on their behaviours. Young people grow in self-confidence and emotional resilience as they engage well with staff. They feel understood because staff show good insight into their communication and sensory needs. Young people are less anxious in their surroundings and interactions because staff pre-empt triggers for behaviour and are skilled at diverting potential conflict.

Young people's behaviour improves as a result of the strong and realistic boundaries in the home. Behaviour plans are extremely detailed, with excellent focus on the individuality of each young person. Behaviour management focuses on the positive

reinforcement of good behaviour. Young people enjoy receiving rewards and are keen to use their incentive charts to show how well they are doing.

There are no concerns about young people going missing or risks of child sexual exploitation. Sharing of information with the police on each young person's admission to the home is crucial in drawing up bespoke missing from care protocols. There are no concerns about young people's exposure to radicalisation and training sets staff in good stead to identify and report concerns should they arise.

Thorough recruitment processes for new staff protect young people.

High regard for health and safety ensures that all staff take responsibility for keeping young people and themselves safe.

The effectiveness of leaders and managers: good

The registered manager is suitably experienced and is about to complete her level 5 diploma in leadership and management. She leads a team of committed staff, who have regrouped after managing a period of time when there has been some significant challenging behaviour.

The registered manager and staff show unquestionable commitment to young people. They access information prior to placements being agreed. Compatibility assessments are carried out in light of the individual young person's needs and the potential impact on other young people living in the home. While one young person has been discharged due to significant and threatening behaviours, their move was sensitively managed. Staff have fully supported the young person's new placement. This support has included staff working in the new home during a two-week period of transition and the registered manager visiting for the young person's birthday celebrations.

Additional staff were needed to support the core staff team during an unsettled period. While these arrangements were necessary to keep young people safe, the registered manager is not clear about exactly how many staff worked in the home. A clearer analysis of patterns and trends arising from unforeseen circumstances is also required. This is particularly relevant in relation to incidents of challenging behaviour and the use of physical restraint. This is particularly relevant as there has been a period of time since the last inspection when the numbers of physical restraints increased. Improvement in these areas will enable the manager and staff team to make contingency plans that ensure that young people experience consistency and stability, even during periods of disruption, and make sure that they identify areas of learning if required.

The registered manager keeps the home's statement of purpose up to date in order to reflect the operation of the home. Staffing is now well organised and recruitment of new staff means that there are now no vacancies.

Young people receive consistent care and thrive because staff work as a team and respond well to the leadership of the registered manager. New staff are very positive about their induction and the support that they receive from more experienced staff. All

staff value training and the development opportunities that they have access to.

The registered manager works in open partnership with safeguarding agencies. Concerns about young people's welfare and concerns about staff practice are routinely notified. This shows that appropriate safeguarding and disciplinary action is taken.

Overall, the registered manager has a clear understanding of her monitoring responsibilities. Independent monitoring reports are regularly submitted to Ofsted, and the manager and staff are quick to address any shortfalls. One statutory requirement and one recommendation are made as a result of this 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 differences 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: 1227596

Provision sub-type: Children's home

Registered provider: Reflexion Care Group Limited

Registered provider address: Reflexion Care Group Ltd, Black Birches, Hadnall, Shrewsbury, Shropshire SY4 3DH

Responsible individual: Gregory Watson

Registered manager: Rhian Hopkins

Inspector

Elaine Cray, social care inspector

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