

# 1254780

Registered provider: Silverlining Childcare

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately owned children's home provides care and accommodation for up to four children who may have faced adverse childhood experiences resulting in trauma. The home was first registered in July 2017.

The registered manager has a level 5 qualification.

**Inspection dates:** 12 to 13 June 2018

<b>Overall experiences and progress of children and young people,</b> taking into account	<b>requires improvement to be good</b>
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of last inspection:** 20 February 2018

**Overall judgement at last inspection:** inadequate

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
20/02/2018	Full	Inadequate

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

### Statutory requirements

This section sets out the actions that the registered person(s) must take to meet 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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult. (Regulation 6(1)(a)(b)(2)(b)(iv)(v)(vi))</p>	31/07/2018
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;</p> <p>help each child to understand how to keep safe. (Regulation 12(1)(2)(a)(i)(ii))</p> <p>In particular, the registered manager will ensure that staff are given consistent and up-to-date guidance to manage risk. Staff will ensure that children receive key-work sessions after significant events.</p>	31/07/2018

<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—</p> <p>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>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1)(a)(b)(2)(f)(h))</p>	31/07/2018
<p>The registered person must maintain records ("case records") for each child which—</p> <p>are kept up to date. (Regulation 36 (1)(b))</p> <p>In particular, the registered manager will ensure that key documents such as placement plans and risk assessments are kept up to date.</p>	31/07/2018
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40(4)(b)(e))</p>	31/07/2018

## Recommendations

- Children must be consulted regularly on their views about the home's care, to inform and support continued improvement in the quality of care provided. Children should be able to see the results of their views being listened to and acted upon. ('Guide to the children's homes regulations including the quality standards', page 22, paragraph 4.11)

## Inspection judgements

### Overall experiences and progress of children and young people: requires improvement to be good

Some staff work hard to build trusted and secure relationships with children. However, children report that staff care is inconsistent. A child told the inspector, 'Some staff are supportive, but others aren't'. The registered manager is acting to address these issues.

As a result, children receive increasingly consistent care and this aspect of care continues to develop.

Staff support children to participate in day-to-day decision-making about the running of the home. For example, children help to create menus and choose activities. However, consulting with children requires further development to provide children with the opportunity to discuss the quality of their care with the registered manager and staff.

Children attend school regularly and make good progress with their learning. Staff are ambitious for children and support them to succeed by offering emotional and practical support. For example, the registered manager recently attended a college interview alongside a child, and this helped the child to secure a college place.

Staff support children to access a variety of activities. For example, children enjoy trips to the cinema, trampoline centres and theme parks. Staff also encourage children to develop and enjoy hobbies. This brings children a sense of enjoyment and increases their self-esteem.

Children develop practical independence skills. For example, children undertake laundry tasks, cook, clean and learn how to budget. The registered manager has also supported a child to secure a part-time job. However, key-work sessions lack focus on supporting children to develop coping strategies and the emotional resilience necessary for independent living.

When required, staff seek support from external agencies to address children's health needs. For example, a child is now receiving counselling support. However, staff do not maximise the support that they provide to children; for example, they do not use key-work sessions to talk about and promote one child's emotional health, despite the use of key-work sessions being set out within the child's placement plan.

Staff support children to make smooth and positive transitions. For example, the registered manager attends meetings at a child's new placement to share important information. The registered manager also maintains weekly contact with the child's new carer. This ensures that children quickly settle in their new home and receive continuity in their care.

### **How well children and young people are helped and protected: requires improvement to be good**

Some risk assessments do not contain up-to-date information or clear control measures for staff to help them to manage risk. In other instances, staff do not follow the guidance that is set out in individual risk assessments. For example, staff do not always offer children key-work sessions after significant incidents to help them to learn from what has happened and learn how to keep themselves safe. Furthermore, the staff team's understanding of risk is inconsistent.

Staff do not always respond consistently when children go missing from the home. For

example, some staff choose to pursue children when they leave the home in an agitated or distressed state, while others do not. This inconsistent approach makes children more vulnerable to risk.

The registered manager does not always ensure that notifications of significant events are made to the appropriate agencies. As a result, external agencies cannot provide oversight and guidance to ensure that managers and staff respond to incidents appropriately and learn from events that happen.

For the most part, children can identify and seek out members of staff to discuss their concerns. Staff respond swiftly to safeguarding concerns and when necessary, involve external agencies. For example, a child at risk received well-coordinated responses from the police, their social worker and staff. However, children report that staff do not always respond promptly when they raise their concerns with staff verbally. Staff do not consistently record these concerns, and therefore they miss opportunities to listen to and act on what children say to improve care.

Staff promote the positive behaviour of children by offering rewards and praise. Some staff de-escalate challenging situations using a calm and measured approach. However, feedback from children and information in staff records confirms that staff approaches to managing conflict are inconsistent. The registered manager is aware of this issue and is taking appropriate action to increase consistency for children.

Staff support children to take age-appropriate risks. For example, children have regular unsupervised time in the local community to socialise with peers. This helps children to build friendships, develop a sense of belonging and feel increasingly independent.

### **The effectiveness of leaders and managers: requires improvement to be good**

The registered manager ensures that the home is appropriately staffed and resourced. The staff team has a good mix of experience and skills. Agency staff are rarely used. As a result, children receive care from a stable staff team.

The registered manager is keen to develop staff. For example, staff now undertake additional responsibilities. Staff also receive good-quality induction and training.

Staff receive regular and effective supervision. When necessary, the registered manager challenges staff practice to ensure that it meets the required standard. On occasion, the registered manager does not record the discussions he has had with individual staff in response to concerns raised about their practice.

Staff feel supported by the registered manager. A member of staff told the inspector, 'He [the registered manager] is very approachable; he will give you the time and will ask if you understand. I am much more confident in the role.'

The registered manager has developed some monitoring systems; however, these are not yet fully established. As a result, opportunities to reflect on and develop the quality

of care are missed. Although the registered manager has recently designed a system intended to improve monitoring, the benefits of this have yet to be realised.

Children's case records are not up to date. For example, internal placement plans and risk assessments do not contain information about recent, significant events. As a result, staff may not fully understand children's progress or offer support that responds to their needs.

The registered manager has developed good relationships with partner agencies. For example, staff contact social workers on a weekly basis to update them on children's progress. The home is also a member of the local community watch scheme and so the registered manager and staff receive valuable information about what is happening in the local area. They use this to inform the children's care.

The home is generally well presented. However, some furniture needs replacing and other areas are in need of refurbishment to make the environment feel more homely. The registered manager has plans in place to address these issues.

## **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:** 1254780

**Provision sub-type:** Children's home

**Registered provider:** Silverlining Childcare

**Registered provider address:** 59a, Lichfield Street, Walsall, West Midlands WS4 2BX

**Responsible individual:** Lakhvinder Khera

**Registered manager:** Rodwell Mapfumo

## Inspector

Gareth Leckey, social care inspector



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