

# 1245572

Registered provider: Horizon Care And Education Group Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately run home offers care and accommodation for up to four children and young people who may exhibit emotional and/or behavioural difficulties. The home offers short-, medium- or long-term residential placements for children and young people aged eight to 18 years of age.

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

**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:** 3 October 2017

**Overall judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
03/10/2017	Full	Requires improvement to be good
20/06/2017	Full	Inadequate

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

### Recommendations

- For children's homes to be nurturing and supportive environments that meet the needs of their children, they will, in most cases, be homely, domestic environments. Children's homes must comply with relevant health and safety legislations (alarms, food hygiene etc.); however, in doing so, homes should seek as far as possible to maintain a domestic rather than 'institutional' impression. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9)

In particular, staff should not insist children and young people sign every key-work document, especially when they object to doing so.

- In some instances, a child may express wishes that are not always in their best interests or which may conflict with the views of other children in the home. In such circumstances, the responsible adults will have to balance the wishes of the child against what they judge to be in the best interests of the child and reach a reasonable view about the best way forward in the interests of all. The reasons for reaching any decision will need to be carefully explained to and understood by the child or children concerned. ('Guide to the children's homes regulations including the quality standards', page 22, paragraph 4.9)

In particular, the manager should outline decisions made and actions taken following requests children and young people make at their young people's meetings.

- The home's records on each child represent a significant contribution to their life history. Staff should keep and encourage children to keep appropriate memorabilia of the time spent living at the home and help them record significant life events. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.5)

In particular, staff should keep a memory book or memory box of the time children and young people live at the home.

### Inspection judgements

#### Overall experiences and progress of children and young people: good

Children and young people make good progress in respect of their education. This includes sitting GCSE exams, obtaining a college course or increased engagement in studies. Staff are aspirational for children and young people, who have clear plans for their future.

Children and young people are relaxed and at ease in their home environment and spoke of how homely it is. This is due to the staff's nurturing care. The staff's investment in

spending considerable time with children and young people results in good-quality relationships being formed.

Children and young people know how to complain and have ample opportunities to express their wishes and feelings. This is through conversations, key-work sessions and residents' meetings. Although the manager responds to the requests made by children and young people, the residents' meeting book does not always outline actions taken following the meetings. This would provide a record for children and young people of the decisions made by the manager.

Staff act as positive parental role models for children and young people. They provide good support and guidance and encourage positive social skills and behaviour. Key working is excellent and covers a range of topics. However, the insistence on getting every key-work document signed, especially when children and young people object, causes the home to feel institutionalised.

Staff provide guidance to children and young people, who openly talk about sensitive issues. Children and young people become more resilient. There is an improvement in their emotional well-being due to the staff's therapeutic approach.

Staff offer children and young people opportunities to explore new hobbies and interests. Sport and exercise are encouraged through attendance at physical activities such as going to the gym. Children and young people become fit and enjoy healthy living, improved personal hygiene and better sleep patterns. They have improved confidence and self-esteem. Staff regularly record positive comments in a book for each child and young person. However, they do not keep memorabilia of the time spent living at the home in the form of a memory book or memory box. This would serve as a positive record when children and young people leave the home.

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

The risk assessment plans are comprehensive from the time children and young people move into the home. Placement plans and therapeutic support plans clearly outline children's and young people's risks. Staff know what children and young people struggle with, such as anxiety or anger management. They provide guidance and education to children and young people on how to manage these vulnerabilities or issues.

Effective monitoring is aided by the comprehensive chronologies which staff maintain. This helps staff to identify when progress is made or if there are behaviour patterns or a deterioration in presentation. Children and young people are no longer going missing from the home. Self-harming behaviour has significantly reduced and there is no offending behaviour or substance or alcohol misuse. This reduces their risk of exploitation or involvement with gangs.

Children and young people openly share their feelings with staff, alerting them if they are upset or have a dip in mood. This offers children and young people added protection, as the staff's early intervention helps to prevent any self-harming behaviours.

The staff team's good behaviour management skills lead to a reduction in negative behaviours. Children and young people have improved self-awareness and are less impulsive due to the reflective discussions undertaken with staff. The diverse staff team gives children and young people the opportunity to get to know people from different ethnic and cultural backgrounds. This helps children and young people deal with their own prejudices in a safe environment. Children and young people become more respectful of others.

Physical intervention is rarely used, with only one incident since the last inspection. The staff's effective use of de-escalation techniques means that children and young people have fewer aggressive outbursts. They begin to manage their anger management and become more tolerant.

### **The effectiveness of leaders and managers: good**

The manager has recently completed her interview with the regulator to become the registered manager. She is motivated, enthusiastic and leads by example. She enjoys working with the children and young people, who particularly respect and enjoy the time the manager spends with them.

The turnover of staff means the team comprises mainly newly appointed staff. The company's improved induction and training programme prepares new staff for working at the home. Staff complete induction books to encourage reflection on their practice at an early stage in their employment. The manager provides the members of the staff team with the guidance and training they need. This ensures that they deliver the best possible care to children and young people.

The manager has met the requirements and recommendations from the last inspection. This has included implementing many new systems and procedures to improve recording, safeguarding and care planning practices.

The manager's other focus has been on developing the staff team. This has helped it become unified. Staff receive regular and effective supervision and spoke of feeling fully supported. Regular team meetings take place and have a reflective element to them. Children and young people are at the focus of discussions.

The manager maintains a thorough oversight of children's and young people's behaviour, needs and progress. This is supported by a psychological overview, completed by the company's clinical team, allowing staff to obtain a good understanding of children's and young people's complex needs. The manager's monitoring is good, and her evaluation of the service is insightful and contributes towards making improvements. The registered manager and staff are proactive in challenging the contribution made by partners when this fails to meet children's and young people's needs.

## **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:** 1245572

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

**Registered provider:** Horizon Care And Education Group Limited

**Registered provider address:** Venture House, Unit 12, Prospect Business Park,  
Longford Road, Cannock WS11 0LG

**Responsible individual:** Matthew Fisher

**Registered manager:** Post vacant

## Inspector

Tina Ruffles, social care inspector

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