

SC040500

Registered provider: Salford City Council

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This secure children's home is operated by a local authority and is approved by the Secretary of State to restrict young people's liberty. The children's home can accommodate up to 27 children and young people who are aged between 10 and 18 years.

All places available at this children's home are commissioned on a contractual basis by the Youth Custody Service. The Youth Custody Service may, under certain circumstances, permit local authority children's services to spot purchase a vacant bed at the children's home to enable a local authority to place a child or young person under section 25 of the Children Act 1989. The admission of any child who is under 13 years of age under section 25 of the Children Act 1989 requires the approval of the Secretary of State.

The commissioning of health services in this home is the statutory responsibility of NHS England under the Health and Social Care Act 2012. Education is provided on site, in dedicated facilities.

The experienced and skilled manager is suitably qualified and has been registered with Ofsted for this children's home since July 2007.

Inspection date: 8 January 2019

Judgement at last inspection: outstanding

Date of last inspection: 22 May 2018

Enforcement action since last inspection: none

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged outstanding at the last full inspection. At the interim inspection, Ofsted judges that it has sustained effectiveness.

At the last inspection of the home in May 2018, one statutory requirement and four recommendations were made. The statutory requirement relating to the manager's internal auditing procedures has been met. There are now avenues for the staff team and professionals to express their views, and these views now influence the provision's development plan. Individual risk assessments are now robust and the intermittent fault in the provider's electronic recording system has now been rectified. Two of the recommendations related to the education provision and health provision, and will be assessed at the next full inspection of the home.

Young people's experiences and future life opportunities are significantly enhanced by the quality of care that they receive. They benefit greatly from consistent and stable relationships with supportive and nurturing staff. The warm and strong attachments that the young people develop with their competent carers make them feel safe and secure. A consultant psychiatrist affirmed this, commenting: 'The managers and staff display genuine empathy towards the boys, which leads to genuine attachments being formed and greatly enhances their well-being.' Young people described staff as 'kind', 'funny' and 'caring'.

A coordinated and targeted system of key-working enables the staff and young people to work together in addressing young people's anxieties, as well as their individual needs outlined in their plans. Staff display a desire and willingness to develop their knowledge and skills in order to support the progress of the young people further. However, the recording of key-work sessions could be improved to ensure that concise, accurate records inform future planning.

High-quality and relevant individual assessments and plans keep staff alert to the specific risks and vulnerabilities of each young person. These, together with insightful behaviour assessments and the staff team's excellent understanding of the young people, enable staff to be skilful and proactive in avoiding or managing risks and in de-escalating potentially harmful situations. Through regular review, these documents remain live, making sure that the approaches identified continue to provide appropriate safeguarding measures for each young person. A youth offending team manager commented: 'The staff team in the unit are a breath of fresh air; they understand risks posed and are very quick to sensitively challenge young people when they need to.'

Professional practice greatly enhances young people's safety and well-being. Staff work exceptionally well within a multi-agency framework that has helped the young people to experience employment opportunities in the local community as part of their resettlement programme. Furthermore, for one young person, this approach of proactively managing risk, as opposed to being risk-averse, has allowed him to train and play in a local football team. This collaborative working extends to the continued use of the 'secure stairs' therapeutic model of care. This is continuing to be embedded into day-to-day practice in the home.

Incidents that involve the use of physical restraint do occur and are managed in line with regulations. Records are kept of all incidents and are mainly of good quality;

however, they do not always contain enough information to describe the exact holds used or de-escalation strategies used. This is a recording shortfall, as inspectors viewed the CCTV of these physical restraints and found that they were carried out in line with regulations. Furthermore, health records note that young people have been seen after a restraint and the outcomes have been recorded, although health staff do not always ensure that the main electronic record of the incident reflects the same information.

'Single separation' and 'managing away' are appropriately used when young people are presenting a risk to themselves or others. Detailed records are kept and confirm that staff maintain appropriate levels of supervision and make every effort to reintegrate the young person back into the group.

Young people continue to enjoy a variety of activities which enhance their emotional and physical well-being. These include young people enrolling in the Duke of Edinburgh's Award scheme. Despite the restrictions on the young people's movement, staff have been innovative in ensuring that young people have the same opportunities as their peers in the community. For example, staff have organised camping expeditions within the confines of the secure establishment. Staff have also facilitated a weekly youth club which young people particularly enjoy.

Most staff receive supervision which they said is 'invaluable to their work'. However, some new members of staff have not received supervision or induction into their roles in line with the provider's policies and procedures. The home's management team acknowledged these shortfalls and took steps to rectify them immediately.

The registered manager has high expectations of the staff team and motivates staff to be imaginative in their work. Staff morale is high, and the team is highly motivated in its work. Staff members' comments included: 'I love coming to work'; 'I get so much support from colleagues and managers'; and 'The work is so rewarding.' The whole staff team and the registered manager champion the young people's needs and work tirelessly to make sure that they get the best opportunities to achieve their potential in all areas.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/05/2018	Full	Outstanding
23/01/2018	Interim	Sustained effectiveness
11/07/2017	Full	Outstanding
08/11/2016	Interim	Improved effectiveness

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
The registered person must ensure that each employee completes an appropriate induction; and that all employees receive practice-related supervision by a person with appropriate experience. (Regulation 33(1)(a)(4)(b))	12/02/2019

Recommendations

- The ethos of the home should support each child to learn. ('Guide to the children's homes regulations including the quality standards', page 28, paragraph 5.18)

In particular, better support young people to progress their education and career plans when they leave the home by enabling them to work towards accredited qualifications in all the subjects where this is possible.

- Ensure that health services are delivered in locations which are safe, fit for purpose and have the necessary facilities to meet young people's needs. ('Health care standards for children and young people in secure settings', page 34, paragraph 8.1)

In particular, give urgent consideration to relocating the treatment room to a space that is more suitable for meeting the needs of children and young people.

- Staff should be familiar with the home's policies on record keeping and understand the importance of careful, objective and clear recording. Information about the child must always be recorded in a way that will be helpful to the child. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)

In particular, ensure that restraint and key-work recordings are robust.

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.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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: SC040500

Provision sub-type: Secure unit

Registered provider: Salford City Council

Registered provider address: Civic Centre, Chorley Road, Swinton, Manchester M27 5DA

Responsible individual: Michael Kelly

Registered manager: Michael Lowry MBE.

Inspectors

Elaine Allison, social care inspector
Shaun Common, 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 2019