

# 1231458

Registered provider: Sherlock Healthcare Services Ltd

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This service is a private children's home offering care and accommodation for up to three children or young people who have had adverse early childhood experiences and who have complex needs.

The manager registered with Ofsted in July 2018 and is suitably qualified.

**Inspection dates:** 8 to 9 July 2019

**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:** 26 June 2018

**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
26/06/2018	Full	Requires improvement to be good
27/02/2018	Interim	Sustained effectiveness
25/04/2017	Full	Good
25/10/2016	Full	Good

## 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 leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that that helps children aspire to fulfil their potential; and promotes their welfare.</p> <p>In particular, the standard requires the registered person to—ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13(1)(b)(2)(c))</p> <p>This is in relation to specific training for staff to develop their knowledge and practice about children's specific needs.</p>	25/08/2019

### Recommendations

- The registered person should ensure that all incidents of control, discipline and restraint are subject to systems of regular scrutiny to ensure that their use is fair, and the above principles as set out in 9.35 are respected. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.36)
- When establishing the home, the registered person must ensure that it is suitably located so that children are effectively safeguarded. The registered person should review the appropriateness and suitability of the location. The review should include the identification of any risks and opportunities presented by the home's location and strategies for managing these. Providers should refer to the non-statutory advice about the location assessment process: 'Children's homes regulation amendments 2014: Advice for children's homes providers on new duties under regulations that came in to effect in January and April 2014'. This refers to the locality risk assessment. ('Guide to the children's homes regulations including the quality standards', page 64, paragraph 15.1)
- Regulation 45 sets out requirements for the registered person to have a system in place which allows them to monitor the matters set out in the regulation. The registered person should undertake a review that focuses on the quality of the care provided by the home, the experiences of children living there and the

impact the care is having on outcomes and improvements for the children. Reviews should be underpinned by the Quality Standards as described in regulations 5 to 14. ('Guide to the children's homes regulations including the quality standards', pages 64-65, paragraph 15.2)

## Inspection judgements

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

Staff take time to get to know children and understand them well. They adapt to their emerging needs and support children to explore their identities. This enables children to feel safe and express themselves, which helps them to develop their self-esteem and self-confidence.

Children enjoy a range of activities at home and in the community. These include trampolining, going to the farm, youth club, football, and concerts. One child recently enjoyed going to see her favourite pop star, Drake, as well as the Spice Girls! Staff ensure that when children develop new interests they seek relevant opportunities and activities for children to pursue these interests. For example, one child wants to become a dog handler and was supported to spend a day with police handlers and their dogs. Another child likes cats and was taken to a cat café. This ensures that children develop social skills and confidence and shows that staff support children's aspirations.

Children engage readily in education, and their attendance is good. Staff communicate well with children's teachers, which ensures that information about children's needs is appropriately shared. This supports children's learning and well-being at school. Staff celebrate children's achievements, which encourages children and helps to motivate them. One child attended his end-of-school prom. The manager and staff made a real effort to make this day special for him and he has some lovely memories to cherish. Another child passed her end-of-year exams and is enrolled onto the next level of her chosen subject at college. Staff rewarded children with days out for their achievements. Furthermore, staff work well with schools and colleges to support children's transition plans. This helps children to feel less worried about changes to their education.

Children have access to therapeutic support, through local health and community services. Staff work closely with therapeutic support providers and demonstrate a good understanding of children's underlying needs. In addition to this, the staff have access to a psychologist who works closely with them to help them to develop strategies to deal with children's behaviours. This enables staff to support children with their emotional and behavioural needs.

Staff enable children to develop age-appropriate independent living skills to help them with their transition into adulthood. Staff understand children's needs and abilities well and will adjust their approach and expectations of them accordingly. For example, when a child was feeling low and didn't feel like cooking that week, staff supported this by cooking for her until she felt able to again. This helps children to develop skills at a pace

that is right for them.

When children are ready to move on from the home, staff work effectively with relevant professionals to ensure that the right placement is sought for children. For example, staff supported a child to voice her concerns about a post-18 placement that had been offered to her. As a result, a more suitable placement with a better support package is now being sought. The placement adviser from the child's local authority said that she was 'impressed with the manager's and staff's ability to understand the child's needs, and they have worked very patiently and closely with her'.

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

Staff develop nurturing and trusting relationships with children by spending time with them through regular meetings and key-work sessions. Children feel able to talk to staff if they have any worries, and they know how to raise a complaint. Children feel safe and confident that they will be listened to. When children provide feedback or make a complaint, staff deal with the situation. When a complaint is made children are provided with an outcome. Children have access to an advocate. As a result, children have enough opportunity to express their views. This helps children feel listened to and therefore feel valued.

Committed staff explored the reasons behind one child's behaviour and have adapted their techniques to better support him. For example, the school for the child recommended emotional coaching. The manager and staff took this on board, researched the technique and implemented this. As a result, the child has fewer incidents of challenging behaviours.

The number of physical restraints in the home has reduced significantly in recent months, particularly for one child. This is due to staff stability and consistency in the home and to staff developing better de-escalation strategies. However, the transfer from paper files to online recording systems means that the manager has not had regular oversight of the restraints and has not recorded his review. This also relates to the review of the effectiveness of sanctions. As a result, restraints and sanctions have not had regular scrutiny recently, to ensure that they have been fair, balanced and proportionate.

Children's risk assessments and behaviour management plans are detailed and are updated to reflect changes in risks and strategies. Staff implement the behaviour management strategies, which helps to reduce and manage risk and keep children safe.

Staff undertake a range of mandatory online training courses and have access to some face-to-face specialist training. This develops their skills and knowledge. However, staff have not received training in self-harm, including ligature training, to fully understand how to manage these particular risks. Although this has not had a direct impact on children's safety to date, this has the potential to limit staff's ability to respond effectively to a self-harm incident, should it occur.

Safe recruitment practice ensures that staff employed in the home are safe to work with children. The home has a number of bank staff who care for children when permanent staff are on leave or off sick. This offers stability and consistency to children.

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

The manager and deputy manager joined the home last year at a time of instability, and when there was a heavy reliance on agency staff. They inherited the outcome of the previous inspection when several requirements and recommendations were raised. Their passion and dedication have led to an improvement in the quality of care provided to children.

Improvements include new staff being recruited, including bank staff. A positive culture and ethos in the home has developed, policies have been updated and all the requirements and recommendations from the previous inspection have been met. The home feels welcoming, the staff team is stable, and the children are happy and feel safe.

The manager has a clear vision for the home. He is aware of the areas of strength and development for the home. He welcomes scrutiny and constructive feedback and acts on this to bring about continuous improvement

Staff told the inspector that they feel valued and supported by the management team and each other. Staff receive regular supervision and feel that this is reflective and helps them to develop their practice.

The manager has carried out a review of the quality of service. However, this does not include the views of children, staff, or professionals, and therefore is not able to fully inform the development of the service.

The home's locality risk assessment does not provide a detailed overview of the current location. For example, key information such as its location on a main busy road is excluded. Also, it does not provide information with regards to proximity to known risks such as child exploitation and gambling outlets. This does not keep staff informed of potential issues in the area, and the document does not include measures staff can take to reduce any associated risk.

## **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:** 1231458

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

**Registered provider:** Sherlock Healthcare Services Ltd

**Registered provider address:** 20-22 Wenlock Road, London N1 7GU

**Responsible individual:** Hilton Mutariswa

**Registered manager:** Samuel Walker

## Inspectors

Shazana Jamal, social care inspector

Jackie Line, regulatory inspection manager



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