



CORPORATE PARENTING BOARD

21 January 2019

REGULATION 44 VISITS FROM MAY TO OCTOBER 2018

TOGETHER FOR CHILDREN	
REPORT AUTHOR:	Glynis Horner & Keith Munro Foster Carer Reviewing Officer/Regulation 44 Officers.
SUBJECT:	Regulation 44 report summarising visits from May 2018 to October 2018.
PURPOSE:	To provide the members of the Corporate Parenting Board with an update on the findings in relation to the Regulation 44 visits.

Purpose

To provide the members of the Corporate Parenting Board with an update on the findings in relation to monthly unannounced visits undertaken between May and October 2018 to each of the Together for Children Sunderland Children's Homes in accordance with Regulation 44 of The Children's Homes Regulations 2015

The report provides an overview of service performance reflecting on key areas of strength and highlighting any emerging issues to the Management Team.

Background

The new Children's Homes Regulations and Quality Standards were released in their final form in April 2015. This meant that Regulation 33 of the Children's Homes (England) Regulations ceased to exist.

Regulation 44 of the Children's Homes (England) Regulations 2015 clearly states that the registered provider shall appoint, at the registered provider's expense, an independent person to visit and report on the children's home in accordance with this regulation. This is to ensure objective critical analysis with a view to improve safeguarding and service delivery.

The Regulation 44 Visitor must be able to evidence demonstrable independence and have the skills necessary to relate to children and young people, assess all relevant information and form a rigorous and impartial assessment of the home's arrangements for safeguarding and promoting the welfare of the children in the home's care.

Independence is defined in the DfE Guidance as a person outside of the line management of the home, including the involvement in the care planning or financial arrangements of the home, visit

and report. They may be an employee or be commissioned but must have, 'a clear separation between those with a direct interest in the home performing well'. (2.12DfE Guidance)

There are two full time Foster Carer Reviewing Officer /Regulation 44 Officer posts situated in the Children's Independent Review Team within the Performance and Quality Assurance Directorate Of TfC. Both officers are qualified social workers who have relevant skills, knowledge and experience.

Role of the Independent Visitor

Regulation 44 states that the independent person, when carrying out a visit, must interview children and young people accommodated in the home, their parents or relatives, staff from the home and relevant professionals. They are also required to inspect the premises and records (including children's case records where the child and their placing authority consents) of the children's home. The independent visitor produces a report about each visit (referred to in the Regulations as "the independent person's report") which sets out in particular, the independent person's opinion as to whether—

- (a) children are effectively safeguarded; and
- (b) the conduct of the home promotes children's well-being.

The independent person's report may recommend actions that the registered person may take in relation to the home and timescales within which the registered person must consider whether or not to take those actions.

A copy of the report is sent each month to Ofsted, the Responsible Individual, the Strategic Service Manager for Accommodation and the Homes Manager.

Performance Overview

The following table provides the dates within the reporting period that Regulation 44 visits have been undertaken and the date of most recent Ofsted visit:

Home	Recent Ofsted	May	June	July	August	Sept.	Oct.
Colombo Road	19/9/18	4/5/18	8/6/18	12/7/18	6/8/18	14/9/18	2/10/18
Monument View	10/10/18	15/5/18	16/6/18	5/7/18	6/8/18	17/9/18	11/10/18
Sea View Road West	13/3/18	3/5/18	5/6/18	3/7/18	1/8/18	26/9/18	9/10/18
Grasswell House	20/6/18	21/5/18	7/6/18	9/7/18	7/8/18	11/9/18	11/1/18
Revelstoke Road	27/6/18	15/5/18	4/6/18	18/7/18	15/8/18	19/9/18	4/10/18

Administration

On average, seven hours per month are spent at each of the five homes to undertake the Regulation 44 visit. Evidence is gathered and evaluated to inform the report which is then written and distributed by the Regulation 44 Officer.

Colombo Road

Colombo Road Children's Home is approved for up to six young people of either gender up to the age of eighteen years. It is situated on a large housing estate in the Hylton Castle area of Sunderland. Within this reporting period there have been no changes to the management structure.

The following table shows the Ofsted Judgements for the 2017 and 2018 Ofsted inspections of Colombo Road. The overall experiences and progress of children and young people and the effectiveness of leaders and managers were judged to be Outstanding at the Full Inspection undertaken in September 2017. The Interim Inspection report in February 2018 judged the home had maintained this level of effectiveness. The Full Inspection in September 2018 continued to rate the home as Outstanding.

The September 2018 Ofsted report stated “The children’s home provides highly effective services that consistently exceed the standards of good. The actions of the children’s home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care”. One recommendation was made and this was with regard to recording of the use of sanctions so their effectiveness can be monitored.

Ofsted Rating	5&6/9/17 Judgement	7/2/18 Judgement	18&19/09/18 Judgement
Overall experiences and progress of children and young people	Outstanding	Sustained Effectiveness	Outstanding
How well children and young people are helped and protected	Good		Outstanding
The effectiveness of leaders and managers	Outstanding		Outstanding

Within the reporting period Colombo Road has provided care for the following numbers of young people:

May	June	July	Aug	Sept	Oct
6	6	6	5	6	6

Unannounced Regulation 44 visits were undertaken during each month of this reporting period. Councillor Louise Farthing accompanied the Regulation 44 officer at the August visit. The Care Practice observed with young people continued to be of a high standard. Young people are looked after well at the home and positive behaviour is encouraged within and out with the home. One sanction was issued and the use of restraint has not been required. There were six critical incidents and there were no notifications made to Ofsted. Critical incidents were responded to quickly. A post crisis response was completed and actions identified and taken to reduce the risk of reoccurrence.

Every young person attends school, has an education provision or attends training. The attendance and attainment of all the young people at school or training has been consistently high.

No of admissions in reporting period	No of discharges in reporting period	No of missing incidents	No of missing incidents over 24hrs	No of rec's in the reporting period
1	1	2	0	6

The fabric of the building of Colombo Road both internally and externally is maintained to a very good standard. The environment within the home feels homely and young people feel safe. The home is decorated and furnished to a high standard in a modern style. A capital bid to replace the boilers and refurbish the kitchen has been agreed, estimates obtained for the work to be progressed.

During each Regulation 44 visit at least one young person is consulted with by the Regulation 44 visitor. The discussions include their relationships with staff and how they try to support them in relation to their education or training, hobbies and personal interests.

Young person D is making good progress at the home. D talked during with the Regulation 44 Officer about the positive relationships he has with the staff. D said “It’s alright here”. D likes the food and the fact they do various activities at the home and go out. D particularly enjoys going to a trampoline centre. D said that he also liked spending time with his friends in the community. D talked about seeing his family regularly and felt happy that he can spend time with his mother, father and sibling.

Wherever possible the parent or carer of a different young person is consulted with during each visit. When is not achieved the young person’s social worker or Independent Reviewing Officer are contacted to gain their views about the care offered to the young person by the home.

The Regulation 44 Officer spoke with the grandmother of a young person E. E’s grandmother said she has no concerns about E and commented, “She (E) is enjoying her life now”. E’s grandmother went on to talk about E being able to go on her school trip to Paris and Euro Disney and how much she had enjoyed it. E’s grandmother also said E had a great time when she went to London during the school holidays with staff. E’s grandmother also commented “*E looks well.....I think she is taking better care of herself. She always looks clean and smart these days and she is doing well at school*”.

The number of young people reported missing has reduced to an extremely low number for this period. The young people living at the home are settled. Young people take up a wide variety of activities and hobbies inside and out with the home and take part in trips out. There were six recommendations made within this reporting period. These included improving communications with parents and recording unwritten compliments. The manager has addressed all of the recommendations that were made.

Monument View

Monument View provides residential care for up to six young people of either gender. It is geographically situated within Sunderland West. There have been no changes to the management structure in this reporting period. The staff team remains stable, cohesive and committed to ensuring the best outcomes possible for young people living there

The following table shows the judgements for the 2017 and 2018 Ofsted inspections of Monument View.

Ofsted Rating	12&13/9/17 Judgement	24/01/18 Judgement	9 &10/10/18 Judgement
Overall experiences and progress of children and young people	Outstanding	Sustained Effectiveness	Outstanding
How well children and young people are helped and protected	Outstanding	Sustained Effectiveness	Good
The effectiveness of leaders and managers	Outstanding	Sustained Effectiveness	Outstanding

The overall experiences and progress of children and young people, the effectiveness of leaders and managers and how children are helped and protected were judged to be Outstanding at the Full Inspection undertaken in September 2017. This was an improvement from the previous year. At the interim inspection carried out on January 24th 2018 the home was judged to have Sustained Effectiveness. It is pleasing to report that at the most recent Full Ofsted Inspection undertaken on the 9th and 10th October 2018 Monument View retained their overall Outstanding Judgement. There were no requirements resulting from this inspection and just one recommendation. The

recommendation concerned the recording of dates on young people's risk assessments and the advice given by the inspector has been implemented.

The inspector spoke to all of the young people living at Monument View. She commented that each had, "*clearly moved on*" since their admission.

The inspector advised that the overall judgement was Outstanding however due to issues regarding one young person who presents challenges with regard to being missing and significant risk taking behaviours the best award that could be achieved for how well children and young people are helped and protected was good. This judgement was based on the quality of the work undertaken to locate and communicate with all young people should they be out in the community or missing. The inspector felt it was difficult not to award outstanding in this area but she could not be sure the identified young person would stop going missing and therefore something could happen whilst out in the community to jeopardise their safety and welfare.

The inspector could see strong evidence of the "team" in Monument View and commented relationships with external agencies and young people's families was "*second to none*". Additionally she found clear evidence of bespoke care packages in place for each young person and was particularly impressed with the residential care plans because they are written in a way that young people can clearly understand what the home is doing to support them and why.

Within the reporting period Monument View has provided care for the following numbers of young people:

May	June	July	Aug	Sept	Oct
6	6	6	6	6	6

Monument View has had an unannounced Regulation 44 visit each month. In August 2018 Councillor Victoria O'Neil visited the home with the Regulation 44 Officer. Monument View provides an excellent standard of care for the young people living there. Sanctions have been issued on just two occasions and the use of restraint has not been required. Twelve critical incidents have been recorded six of which needed to be notified to Ofsted.

Critical incidents were responded to and reflected upon in a timely way. A post crisis response was completed and actions identified were taken to prevent reoccurrence.

Each young person has education and/or training provision and where young people struggle to engage with education or training the manager and staff team work diligently in supporting them to re-engage. There is demonstrable evidence of how staff work in partnership with young people, their parents and relevant professionals to help young people to achieve their true potential. It is pleasing to report that the four young people who left school in July this year all gained qualifications and each has secured ongoing learning or training. One young person is with the Phoenix Project where he is training to work in construction. Two young people have bespoke training provision at The Beacon of Light and The Millennium Centre and a fourth young person is in an agricultural training placement. This young person has had excellent reports from his tutors from the outset.

Between April and October 2018 the following was recorded:

No of admissions in reporting period	No of discharges in reporting period	No of missing incidents	No of missing incidents over 24hrs	No of rec's in the reporting period
0	0	36	6	6

Monument View is maintained to a consistently high standard. The homes location, garden and outbuildings provide a secure and nurturing environment. Young people are supported to grow their own produce and look after the hens and ducks.

The home, as a community built a yurt in the garden. The most recent project to be completed by staff and young people is the development of a sensory room. The work is complete and room is in the process of being equipped to create a therapeutic environment for young people.

The views of young people living at Monument View are sought during each Regulation 44 visit. They know the Regulation 44 visitor and are happy to talk to her during visits. In August young person P was spoken to during the visit. He told the visitor and Councillor O'Neil about the homes recent holiday to France and Belgium and said they (young people and staff) had all had a really good time. P has lived at Monument View since October 2016. He said, *"I'm happy here, I get along with the staff and I feel well supported"*

Young people's parents or primary carers are contacted wherever possible. If this is not achieved then their social worker or Independent Reviewing Officer is consulted. The mother of young person B was contacted following the visit undertaken in July. At this time B was taking part in the Tall Ships race.

Ms S is really happy with how B is progressing at the home and said B has, *'totally changed in the time he has lived here'*. She spoke about when B was in foster care and was smoking cannabis all of the time. She is delighted he no longer uses it.

Ms S is proud that BS has sat his exams and is now taking part in the Tall Ships race. She has spoken to him while he has been away and said he is having a wonderful time.

Ms S spoke with positive regard about the staff team describing them as, *"absolutely fantastic and brilliant with BS"*. Ms S thinks the home is a, *"beautiful place a, really nice house"*.

The number of young people reported missing has increased during this reporting period. As previously recorded this is due in part to the particular challenges presented by one young person currently living at the home. When young people go missing staff take immediate action to elicit their safe return, working with partner agencies and where appropriate young people's family and friends to achieve this.

The number of recommendations has increased to six in this reporting period. Recommendations have included young people's residential plans and risk assessments needing review and update and suggestions for staff to identify opportunities to promote specific issues relevant to the wellbeing of young people. All recommendations are responded to and achieved within given timescales.

Grasswell House

Grasswell House provides residential care for up to six young people of either gender. It is situated within Sunderland West. The management structure has changed inasmuch as one of the Senior Residential Child Care Workers has left to take up the same post at one of the Organisations other children's homes and has been replaced with the person whose job she has taken. There has been a significant level of staff sickness during this reporting period.

At the full inspection undertaken in January the overall experiences and progress of children and young people home was judged to be good and how well children and young people and the effectiveness of leaders and managers required improvement to be good. An interim inspection undertaken on the 5th May 2018 judged the home to have declined in effectiveness. This resulted

in compliance notices being issues with regard to safeguarding and failure to deliver care that meets the individual needs of young people to fulfil their true potential. Remedial action was taken to address the issues and at the full inspection carried out on 19th and 20th June 2018 the homes judgement was raised to requiring improvement to be good. In the short space of time between the inspections the Ofsted inspector could see some progress and concluded young people are happy living at the home. For the home to be judged good further progress was deemed to be necessary.

Ofsted Rating	15&16/1/18 Judgement	2/5/18 Judgement	19&20/6/18 Judgement
Overall experiences and progress of children and young people	Good	Declined in Effectiveness	Requires Improvement to be Good
How well children and young people are helped and protected	Requires Improvement to be Good		Requires Improvement to be Good
The effectiveness of leaders and managers	Requires Improvement to be Good		Requires Improvement to be Good

Within the reporting period the home has been residence to the following number of young people:

May	June	July	Aug	Sept	Oct
6	6	5	5	5	6

Grasswell House has had an unannounced visit each month throughout the reporting period. In August Councillor Victoria O'Neil accompanied the Regulation 44 visitor. The manager was on sick leave from July and returned to work on a phased return during September. Her deputy has been on sick leave since August and (as previously reported) a number of the staff team have also had periods of sick leave.

No of admissions in reporting period	No of discharges in reporting period	No of missing incidents	No of missing incidents over 24hrs	No of rec's in the reporting period
3	2	52	15	29

Episodes of young people going missing increased during July and August. This was due in part to young person C who moved to the home from a children's home in another Authority. This young person went missing regularly to see family members and friends.

The number of recommendations has increased during this reporting period. Where recommendations are made they are acted upon in a timely manner. The manager acknowledges there are shortfalls with regard to effective safeguarding and promoting the wellbeing of young people and these are being addressed. She meets regularly with the Service Manager for accommodation regularly to review and monitor progress against the homes action plan. Additionally, the home has regular input from Clinical Psychologist Dr. McManus who provides consultation and training for staff in meeting the diverse needs of the young people. Further external training is also being sourced

Young people are consulted during all Regulation 44 visits to Grasswell House. At the visit in September young person D was consulted. He had only recently moved from foster care to live at Grasswell House.

The Regulation 44 visitor talked to D about moving to live here. He said, *“I would prefer to live with family, but it’s better than nothing”*. D told the visitor he has been made to feel welcome here. He talked about the staff with positive regard and said, *“the staff are lovely...they are caring and if you need something they are always there for you”* He likes the food here and thinks he receives enough pocket money and allowances for things like clothes and toiletries. D added, *“there’s nothing really bad about it... there’s nothing I would change”*.

D’s school attendance isn’t good. He told the visitor he isn’t happy at the school he goes to and the staff are helping him to get back to education.

The visitor talked to D about staying healthy. He said, *“Staff encourage me to make good choices and they have arranged appointments for me”*. D smokes cigarettes and cannabis. He knew about the help for him to try and stop when he feels ready and he knows the YDAP worker who visits the home regularly.

The parents or primary carers of young people living in Grasswell house are consulted wherever possible, in August a relative (C) of young person J was consulted during the visit. C also lived in this children’s home for four years between the ages of fourteen and eighteen. C thinks J is well looked after here. He (C) knows the staff team well and believes they are all good people. He told the Regulation 44 visitor, *“they were all my ma’s and da’s when I lived here”*. C said J is still getting to know everyone. He has a good relationship with his link worker and he, *“doesn’t complain”* about living here. C and his partner are really pleased J is living here because contact for them all is important and it’s easier for everyone now. C has no concerns whatsoever about J’s care at Grasswell House.

Revelstoke Road

Revelstoke Road children’s home provides residential care for up to six young people of either gender. It is situated on a housing estate within Sunderland North. There have been no changes to the management structure during this reporting period.

The following table shows the Ofsted Judgements for the 2017 and 2018 Ofsted inspections of the home. At the Full Inspection undertaken in November 2017 the overall experiences and progress of children and young people were judged to be Good. How children and young people are helped and protected and the effectiveness of leaders and managers required improvement to be good. The Interim Inspection report in March 2018 concluded the homes effectiveness had improved. The Full Inspection in June 2018 stated the home had improved to be Good in all three dimensions of the inspection. There was one recommendation made in the report. This was in respect of holding regular meetings to gather the views and feelings of young people to support improvements in the quality of their care. The manager should consider the use of creative ways that enable young people to take part and be consulted. Action has been taken to address this issue.

Ofsted Rating	8&9/11/2017 Judgement	12/03/2018 Judgement	26&27/6/18 Judgement
Overall experiences and progress of children and young people	Good	Improved Effectiveness	Good
How well children and young people are helped and protected	requires Improvement to be good		Good
The effectiveness of leaders and managers	requires Improvement to be good		Good

Within the reporting period the home has been residence to the following number of young people:

May	Jun	July	Aug	Sept	Oct
6	6	6	6	6	5

Unannounced Regulation 44 visits were undertaken during each month of the reporting period. Care practice with young people was observed to be of a good standard. Young people are looked after well at the home and they are making progress. Sanctions have been issued three times and physical interventions were used with young people in order to safeguard them on thirteen occasions. There was a significant rise in critical incidents. There were fifty two critical incidents and twenty five were reported to Ofsted. Critical incidents were responded to quickly and a post crisis response was completed and actions identified were taken to reduce the risk of reoccurrence. The rise in incidents related to the individual needs of young people and their social relationships with other young people at the home. The full Ofsted inspection took place in June 2018 when these incidents were rising. The homes rating as Good by Ofsted in all three dimensions within this context speaks positively about the management of the home.

No of admissions in reporting period	No of discharges in reporting period	No of missing incidents	No of missing incidents over 24hrs	No of rec's in the reporting period
1	1	32	4	16

Revelstoke Road is maintained externally and internally to a good standard and is decorated and furnished in a modern contemporary style. The environment within the home feels warm and the young people appear happy.

Five young people attend school or College. One young person is receiving support from staff to Find employment. The attendance and attainment of the young people at school or college is high.

During each Regulation 44 visit at least one young person is consulted with by the Regulation 44 visitor. The discussions include their relationships with staff and how they try to support them with their education or training, hobbies and personal interests. In July young person L was spoken to during the visit.

L said the staff were "Looking after us right". This included trying to help him make good choices and providing good food and having good clothes.

Wherever possible the parent or carer of a different young person is consulted with. When this is not achieved the young person's social worker or Independent Reviewing Officer are contacted to gain their views about the care offered to the young person by the home. The mother of young person S (T) was contacted following the September visit

T said she was highly satisfied with the standard of care provided for S. T believes she is kept well informed by the staff and is particularly impressed with how well S is being supported to "Stick in at school". T also commented on how well and healthy S looks when she sees her.

The number of times young people were reported missing increased slightly during this reporting period. However, it was good to note there was a very significant decrease in the numbers of young people reported missing for periods of over 24 hours.

The number of recommendations increased to 16 within this reporting period. Recommendations included evidencing the consultation work undertaken with young people and improving communications with parents. The manager addressed all of the recommendations that were made.

Sea View Road

Sea View Road is a short break residential care home for children and young people who have additional learning and/or physical needs. It is geographically situated within the Grangetown area of Sunderland and offers short break care for up to 6 young people aged between eight and eighteen years. There have been no changes to the management structure within this reporting period. In August 2018 Councillor Victoria O'Neil accompanied the Regulation 44 visitor

Following the full Ofsted inspection undertaken in December 2017 an interim inspection was carried out on 13th March 2018. The outcome was judged to be good with improved effectiveness. No requirements or recommendations were made and the inspector was satisfied that requirements and recommendations made at the last inspection were achieved. An Ofsted inspection has not taken place since this time.

At the end of December 2017 the manager and staff team were informed that the short break service was to be transferred from Together for Children Sunderland to Sunderland Care and Support. When the service provision transfers at the beginning of December, children and young people will have their short breaks at Grace House Short Break and Respite Care Centre in Sunderland.

Ofsted Rating	19/20/12/17 Judgement	13/3/18 Judgement
Overall experiences and progress of children and young people	Good	Good with improved effectiveness
How well children and young people are helped and protected	Requires improvement to be good	
The effectiveness of leaders and managers	Requires improvement to be good	

During the times of Regulation 44 visit the occupancy level has been:-

May	June	July	Aug	Sept	Oct
4	3	3	3	4	2

No of admissions in reporting period	No of discharges in reporting period	No of missing incidents	No of missing incidents over 24hrs	No of rec's in the reporting period
5	9	0	0	17

Recommendations made pertain to maintaining the physical environment to ensure it is a safe place and review and update of case records.

The fabric of the home is generally good and repairs are carried out quickly to ensure that the home is maintained to good standard for all children and young people. There have been no reported missing episodes and sanctions are not used. There have been three critical incidents none of which has required notification to Ofsted.

Young people and children are consulted at every Regulation 44 visit. Without exception it is clearly evident they enjoy having short breaks.

During the visit undertaken in July two of the three young people having a short break were consulted. Both young people enjoy their time at Sea View Road. Each has particular favourite members of staff who they like to spend time with. The young people like choosing activities and

outings. One young person is a keen bowler and so all three young people agreed to go bowling and then for ice cream. Everyone appeared to be really happy with this outing.

Throughout the time the Regulation 44 visitor spent with young people and staff warm, positive interaction was observed. It was evident staff knew the young people well and how to meet their needs effectively in a nurturing, enabling way. Support for young people was provided appropriately and young people were given choice.

The parent or primary carer of a child or young person is always contacted. The mother (R) of one of the children (C) was contacted following a visit. R has two other children aged two and fifteen alongside C who is ten years old. R told the Regulation 44 visitor C's behaviours at home are difficult and can be draining for the rest of the family. Having short break care allows them all to have a break and her to have a rest.

R said, *"C has obsessional behaviours and this impact on his brothers. He is anxious about the safety of his younger brother and wants to be with his teenage brother. During the half term holiday C's behaviours have been particularly challenging"*. She described how much she was looking forward to C having a short break so she and the rest of the family can have a, 'breather'

R feels fully involved in C's care while he is having a short break. She rings him in the evening and knows if there was any issue staff would contact her. R said she, 'loves' the staff and said they feel like trusted family friends. R is confident C is well looked after here. She said he always looks clean and well cared for when he returns home and he talks about all the activities he has enjoyed and the places he has visited. Importantly, R said C has friends here who he looks forward to seeing. R has no concerns about the standard of care provided and said, *"this service is, brilliant"*.

In this reporting period and in the time this Regulation 44 visitor has undertaken the visits to the home all consulted have been highly satisfied with the standard of care provided at Sea View Road. It is clear this service is valued by children, young people and their primary carers.

Summary of Findings

In this reporting period each children's home has had visits undertaken in accordance with Regulation 44 of the Children's Homes Regulations 2015. The reports have been written and distributed to Ofsted, the Responsible Individual, Service Manager and Home Manager within the given timescale. On three occasions Elected Members have accompanied the Reg.44 visitors.

Learning from recommendations is shared within individual homes and across all five homes. Managers and their staff teams have used the recommendations made to assist them to provide standards of care which supports young people to reach their true potential.

Colombo Road and Monument View are currently judged by Ofsted to be providing Outstanding standards of care. Sea View Road and Revelstoke Road have been graded providing Good standards of care. Grasswell House is graded as requires improvement to become Good. Grasswell House is receiving additional support from their Regulation 44 visitor to assist the manager and staff to raise the standards of care they provide for young people.

Service Development

1. Continued work towards consistent standards across the 4 mainstream children's homes.
2. Support two homes to maintain their outstanding ratings.
3. Support one home to maintain "good" judgements and aspire to "outstanding."
4. Support one home to achieve a minimum of "good" judgements in the inspection year 2019-2020.

5. De-commission Sea View Road as short break children's home with effect from 1st December 2018.
6. Continue to work closely with Dr Liz McManus, Lead Clinical Psychologist for Looked After Children to improve staff understanding of the impact of trauma and abuse and to plan interventions with young people.