

1277861

Registered provider: Genesis CTE Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The children's home is registered to provide care for up to five children.

At the time of the inspection, three children were living in the home.

The manager has been in post since March 2024. They have not submitted a complete application to register.

Inspection dates: 11 and 12 June 2024

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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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	inadequate
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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: 13 February 2024

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
13/02/2024	Full	Requires improvement to be good
24/01/2023	Full	Good
12/05/2021	Full	Good
26/02/2020	Full	Good

Inspection judgements

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

Since the previous inspection, there has continued to be some instability in the quality of care provided to the children. Chaotic periods have negatively impacted the children's emotional well-being, sense of security and behaviours. It has also adversely impacted staff confidence and their ability to deliver good care.

The former manager and five staff have left. This has been unsettling for the children, especially as the staff's departures have coincided with increased disruptive and unsafe behaviours in the home. Staff have sometimes struggled to help children in moments of crisis. One child moved on more quickly than planned as staff were unable to meet their needs.

Children have witnessed each other's unsafe behaviours and they are sometimes copying them. For example, there has been an increase in bullying incidents. This behaviour has sometimes been interpreted as 'banter' or 'boys will be boys' leading to unhealthy relationship dynamics. Staff do not do enough to address incidents of swearing and discriminatory language used by children. This language has become common place.

Staff have struggled to support all children to remain engaged in education and learning. The new manager has considered barriers to education and has devised plans to help the children get back on track. One child enjoys attending school and is motivated by their aspirations.

As staff have focused their time on managing disruptive incidents, children's views about their care and what they need to feel safe and happy have not always been heard. One child said they 'sometimes feel safe,' depending 'on the mood' in the home. As the home environment is becoming settled, staff have started to capture children's voices during 'community meetings.'

Professionals, parents and staff have highlighted that the home's communication is poor. This means that the children's support networks do not have a clear understanding of their experiences, needs and views. One child also explained how poor communication between staff and the therapist negatively impacted them.

Over the past few weeks, the new manager has set expectations relating to boundaries, routine and respectful communication. Although these changes are in their infancy, there has been a shift in the children's behaviour, and they have been able to more safely spend time together. For example, staff have supported children to enjoy bike riding and football games.

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

Staff have a good understanding of the children's lived experiences and the impact this has on their emotions and behaviour. However, some staff do not have the skills and confidence to help the children in moments of distress.

Staff do not always respond quickly enough to escalating tensions, which means that some incidents could have been avoided. There have been physical altercations between the children. One incident was very serious, and staff supported the child to make a police report. Staff were unable to connect with another child when they experienced crisis, which meant they endured lengthy periods of distress. This was unsettling for the other children.

When restraint has been used, it has been proportionate and clearly documented. Staff speak with children after incidents to check on their well-being and to see if they require first aid. Staff are supported to reflect on incidents and to learn from them. However, the quality of this management oversight is inconsistent.

Staff care for children who have needs that require a specialist approach. However, staff do not consistently act in accordance with the children's plans. One child was able to access inappropriate content online for some time.

Managers and senior leaders have not responded swiftly enough to safeguarding concerns raised about staff members. Some staff do not know how to escalate safeguarding concerns. An agency staff member had not completed safeguarding training for children, despite regularly working in the home.

The effectiveness of leaders and managers: inadequate

The home has experienced considerable management instability. There have been three managers in the past six months and only one manager was registered. He left in November 2023. A new manager was in post between December 2023 and March 2024. The current manager formally accepted the role in March 2024.

The recurrent change of managers has resulted in a lack of consistent leadership, direction and standards in the home. Staff have not received the support, guidance and supervision they need in order to help them deliver impactful care to the children. This has been detrimental to the children's experiences and progress.

Children and staff have experienced unpredictability for a long time. Staff have needed to quickly adapt to new management styles and priorities. Some approaches have been divisive. Some permanent staff have opted to leave, and they have been replaced by regular agency staff. However, it is unclear if they all have relevant training to promote children's safety and wellbeing.

Plans are in place to address some of the concerns found during the inspection. However, these are in their infancy, and they do not encompass all of the concerns, despite some being longstanding. The responsible individual has made the decision not to move any other children into the home until it becomes settled. The new manager has appropriately identified shortfalls and has devised actions to address them, but progress is slow.

Requirements made at the previous inspection are not met. These have been restated alongside some additional requirements. There are consistent failures that fall within the leadership and management standard.

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, The 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 protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— manage relationships between children to prevent them from harming each other understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies and that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1) (2)(a)(iv)(v)(vi)(vii)(b))	31 July 2024
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure—	31 July 2024

that staff— de-escalate confrontations with or between children, or potentially violent behaviour by children; understand and communicate to children that bullying is unacceptable; and have the skills to recognise incidents or indications of bullying and how to deal with them. (Regulation 11 (1)(a)(b)(c) (2)(a)(xi)(xii)(xiii))	
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— promote opportunities for each child to learn informally; and help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible. (Regulation 8 (1) (2)(a)(v)(viii))	31 July 2024
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13 (1)(a)(b) (2)(c)) In particular, the responsible individual should ensure that the home has a registered manager through meeting the	31 July 2024

requirements specified in Regulation 28 (fitness of manager). They should also ensure that all staff complete safeguarding children training, including agency staff.	
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home. 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)) In particular, the manager should ensure that actions identified in response to shortfalls in practice are progressed in a timely manner.	31 July 2024

Recommendation

- The registered provider should ensure that staff are confident talking to children around expectations of appropriate behaviour and that these messages are given to children consistently. ('Guide to the Children's Homes Regulations, including the quality standards,' page 15, paragraph 3.7).

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, 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: 1277861

Provision sub-type: Children's home

Registered provider: Genesis CTE Ltd

Registered provider address: 2/3 The Hawthorns, Hawthorn Lane, Staunton,
Gloucestershire GL19 3NY

Responsible individual: Martin Davies

Registered manager: Post vacant

Inspectors

Tara Webb, Social Care Regulatory Inspector
Emma Fryer, Social Care Regulatory Inspector

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