

1277861

Registered provider: Genesis CTE Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is registered to provide care and accommodation for up to five children. The provider states in its statement of purpose that the home works with young people who have sexually harmful behaviour, in a unique therapeutic environment.

Inspection dates: 31 July to 1 August 2018

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and the care and experiences of young people are poor and they are not making progress.

Date of last inspection: This inspection is the home's first inspection since registration.

Overall judgement at last inspection: not applicable

Enforcement action since last inspection: none

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
20: Restraint and deprivation of liberty Ensure that restraint in relation to a child is only permitted for the purpose of preventing – (a) injury to any person (b) serious damage to the property of any person (including the child) (2) a restraint to a child must be necessary and proportionate. (Regulation 20 (1)(a)(b)(2)) In particular, that ground hold restraints are not undertaken by staff who are not trained in this technique. Restraints must only be undertaken in line with individual behaviour management plans. The record of restraint must detail the duration of any restraint and medical assistance must be offered to a child following a restraint.	14/09/2018
10: The health and well-being standard The health and well-being standard is that – (a) the health and well-being needs of children are met; (b) children receive advice, services and support in relation to their health and well-being. (Regulation 10(1)(a)(b)) In particular, that each child has a healthcare plan that documents their healthcare needs and directs how these needs will be met.	14/09/2018
4: The leadership and management standard	14/09/2018

The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that – (a) helps children aspire to fulfil their potential; and (b) promotes their welfare. (Regulation 13 (1)(a)(b)(2)(e)) In particular, ensure that the staff have the skills, experience and qualifications to meet the needs of each child.	
6: The quality and purpose of care standard (1) The quality and purpose of care standard is that children receive care from staff who – (a) understand the children's home overall aims and the outcomes it seeks to achieve for children; (b) use this understanding to deliver care that meets children's needs and supports them to fulfil their full potential. (Regulation 6(1)(a)(b)) In particular, ensure that the staff understand the home's statement of purpose and help each child to develop resilience and skills that prepare the child to return home, to live in a new placement, or to live independently as an adult.	14/09/2018
5: Engaging with the wider system to ensure children's needs are met In meeting the quality standard, the registered person must ensure that staff – (a) seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans; (b) seek to secure the input and services required to meet each child's needs; (c) if the registered person considers a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5(a)(b)(c))	14/09/2018

12: The protection of children standard The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular; (a) ensure that staff – (i) assess whether any child is at risk of harm, taking into account information in the child’s relevant plans and, if necessary, making arrangements to reduce the risk of any harm to the child; (ii) help each child to understand how to keep safe; (iii) have the skills to identify and act upon signs that a child is at risk of harm. (Regulation 12 (1)(2)(a)(i)(ii)(iii)) In particular, that staff intervene and take prompt action to ensure the safety of the young people in their care.	14/09/2018
14: The care planning standard The care planning standard is that children receive well planned care from the home and have a positive experience of the admission and transition process. In particular, the standard in paragraph (1) requires the registered person to ensure that arrangements are in place to manage and review the placement of children in the home. (Regulation 14 (2)(b)(ii)) This is in particular reference to the need to ensure that each child has a placement plan that contains clear aims and objectives that are regularly reviewed and document progress.	14/09/2018
The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety. (Regulation 32 (1)(3)(d)) In particular, ensure that full and satisfactory information is available in relation to the individual in respect of each of the	

matters in Schedule 2.	
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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. Homes should seek as far as possible to maintain a domestic rather than 'institutional' impression. In particular, that unnecessary institutional signs in the home are removed. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9)

Inspection judgements

Overall experiences and progress of children and young people: inadequate

This is the home's first inspection under a new company registration. This home was taken over by a new company in June 2018. The young people, staff and manager remain the same as when the home was operated by a previous provider.

Healthcare plans do not clearly document the healthcare needs of the young people and how staff are to meet identified needs. One child who has specific medical and health needs does not have a health care plan in place. As a result, it is difficult to ensure that their needs are met. In addition, it is not clear how staff monitor the trends and patterns associated to one health need; to gain a greater understanding of possible triggers.

Medication prescribed to the young people is safely stored and medication records are well managed. Information regarding side-effects of medication are kept in the home. However, young people are at risk as not all the staff know how to access this information.

Placement plans do not contain all the necessary information that staff require to safely care for the young people and support them effectively to make progress. The plans do not document measurable outcomes, so that the progress of the young people can be clearly understood and areas for further work identified. One member of staff was not able to accurately explain the key risks for each child.

Trends and patterns in young people's behaviours are not identified and do not inform their placement plans and risk assessments. One young person has an identified behavioural issue that puts themselves and others at risk. There are no clearly documented strategies for staff to follow in order to manage this behaviour and support the young person to change their behaviour.

Up-to-date pathway plans that detail how two of the young people are to be prepared for when they leave the home are not in place. The young people who are leaving the home in the near future do not yet know where they are going and how this move will be achieved. This delay is causing them distress and anxiety. Staff have insufficiently challenged the placing authorities about this delay.

It is not clear what independent living skills young people are learning or have learned, in order to prepare them for adult life. There are no documented plans of how staff will withdraw the high level of support the young people receive as they progress, so that they are prepared for reduced support when they leave the home as an adult.

The young people take part in a weekly community meeting, where they are able to voice any concerns or ideas. Requests from young people are not recorded as followed up by the staff. It is not clear if requests are acted on by the staff, or if not, why not.

The house is well furnished and decorated. Pictures of the young people and staff are on display in the home. This helps to give it a homely appearance. Any damage is quickly repaired. The young people said that they like their bedrooms, which they are able to personalise. Some institutional fire safety signs, and signs indicating where the first aid box can be found, are prominently displayed, detracting from the otherwise homely environment.

How well children and young people are helped and protected: inadequate

The staff are undertaking ground hold restraints with one young person when they are not trained to do so and it is not the policy of the home to use ground holds. The behaviours leading up to the restraint do not justify restraining a young person. Managers could not evidence that one of the members of staff involved in one of the incidents had received basic restraint training.

Records of restraint do not detail how long some holds were used for. Medical attention was not provided to a child who said that they were hurt by the staff following the incidents of restraint. The young person said to staff following one of the restraints: 'What happened was not OK.'

Leaders and managers do not always take robust safeguarding action to ensure that the young people are safe. One young person reported to the registered manager that they were always hurt in incidents of restraint with one particular member of staff. This allegation was not followed up, the issue not reported and was not discussed in supervision with the member of staff. Management monitoring of these incidents fails to address the seriousness of the incidents.

Leaders and managers do not ensure that the staff are professionally curious and vigilant when working with the young people in their care. The staff lack documented guidance and strategies so they can safely manage the young people's high-risk behaviour. Staff do not always promptly intervene to keep young people safe.

Staff recruitment records do not contain evidence that criminal record checks for all the staff have been completed, and any issues arising from the checks investigated. This safeguarding failure leaves young people at risk, as managers cannot be sure that all of the staff working in the home are suitable to be working with the young people in their care.

The staff use a financial reward system to encourage the young people to develop positive behaviours, such as tidying their rooms or getting up for school. A member of staff commented that these are ineffective, as one young person is not motivated by earning money. In addition, the system is not effective in encouraging positive behaviour. It can be disheartening for a young person to lose their whole day's reward for one mistake.

Since the provider took over the home, the young people's progress with their behaviour is mixed. One young person is making progress and is due to return home to their parents. Other young people are reaching adulthood and are due to leave the home. These young people continue to display concerning and risk-taking behaviours.

The effectiveness of leaders and managers: inadequate

Insufficient action has been taken by leaders and managers to address practice shortfalls and improve systems that they inherited from the organisation that previously operated the home. The manager is working to update the systems, practice and policies and procedures. This work is not yet embedded and is in its infancy. Most systems and paperwork inherited from the previous organisation continue to be used by the staff.

The home's statement of purpose states that the home provides a 'unique therapeutic environment'. The staff receive basic training in playfulness, acceptance, care and empathy (PACE) methods of care, but are not trained or qualified to deliver the intensive therapeutic input that the young people require to support them with their identified high-risk and very complex care needs. The young people receive 45 minutes of therapy from a qualified psychologist each week, but strategies from these sessions are not documented and are not used effectively to inform care plans.

Leaders and managers do not ensure that all the staff are trained in all of the skills that are essential to provide safe and expert care for the young people. For example, not all staff are trained in restraint, yet are involved in restraining the young people.

Supervision of the staff does not always challenge their practice and ensure that there is learning and reflection from any incidents. Staff development plans do not contain comprehensive details of actions that the staff need to take to ensure that their skill levels and practice are sufficient to meet the care needs of the young people.

The home's development plan fails to identify the strengths and areas for development in the home and how these will be addressed.

Managers undertake newly implemented systems of governance and quality monitoring. The manager has a daily meeting with senior leaders to discuss any issues or concerns. These quality monitoring systems are not yet embedded and are not yet comprehensively addressing the significant shortfalls identified at this inspection.

A consistent staff team works at the home, providing continuity of care for the young people. Relationships between most of the staff and young people are positive. Staff report that they are happy working at the home and report that the staff team is happier following a change in senior management and ownership of the home.

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: 1277861

Provision sub-type: Children's home

Registered provider: Genesis CTE Ltd

Registered provider address: 2 & 3 The Hawthorths, Hawthorn Lane, Staunton,
Gloucestershire GL19 3NY

Responsible individual: Martin Davies

Registered manager: Victoria Jenks

Inspector

Tina Maddison, social care inspector

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