

Inspection report for children's home

Unique reference number	SC377702
Inspector	Seka Graovac
Type of inspection	Interim
Provision subtype	Children's home

Registered person	Holibrook House Limited
Registered person address	12 Belmont Hill LONDON SE13 5BD

Responsible individual	Herman Alexander Allen
Registered manager	POST VACANT
Date of last inspection	24/06/2014

Inspection date	11/11/2014
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Previous inspection	good
Enforcement action since last inspection	none

This inspection

This home was judged good at the last full inspection. At this interim inspection Ofsted judge that it has **declined in effectiveness**.

The significant changes in the management and the staff team have had an unsettling impact on children and young people. On the whole, the impact on the service provision has been very negative. The quality of the care and support has significantly suffered. The experiences and the outcomes for children and young people have declined. Their health, welfare and education are not consistently promoted. The home is not operated in line with legislation and good practice guidance; multiple breaches of the regulations are highlighted in this report. The leadership and management are inadequate.

The home's experienced Registered Manager left in July 2014 to manage another home within the company. There was a short handover period between the outgoing and the newly recruited manager. The new manager did not stay long in their employment. On 31 October 2014, while their registration with Ofsted was in progress, this person left the company. A week before the inspection, the previous Registered Manager came back on an interim basis to support the home. On the day of the inspection, one of the two deputy managers was appointed to become the manager for this home. The home's management remains in transition.

In addition to the changes in the management of the home, there have also been multiple changes to the staff team. For various reasons, four staff members have left. This includes a person who was the only senior residential worker.

The professionals shared with the inspector some examples of the negative impact of the changes on the communication between the home and themselves. When significant incidents took place, the social worker first heard about them from the young person. The home failed to notify the placing authority of these incidents, in a timely manner. The communication has improved since then.

Another professional who visit the home on a regular basis highlighted the demotivating factor that sprang out of the changes: having to speak to a different staff member and to begin to establish a working relationship, every time they visit.

An independent reviewing officer noted some signs of the negative impact of the staff changes on the child that they support. An example of this is that the child has stopped talking about the staff members. In the past they regularly and spontaneously talked about the staff members with emotional warmth and a clear feeling of connection.

Some young people told the inspector that they were not happy living in this home and did not have anything nice to say about it. One young person told the inspector that the staff did not help them to better themselves, in any way. This is in stark contrast with how the young people described their experience of living in this home and their relationships with the staff members, at the last inspection.

The home does not have clear and effective plans in place to engage children and young people in activities which promote their learning, beyond their formal education. This is the case even for those children and young people who receive a very limited formal education and show clear enthusiasm for learning and achieving. An example of this is the young person of a compulsory school age who until recently, received only two hours of individual tuition a week, as arranged by the local authority. This person is passionate about learning and improving herself. She is not receiving the support she clearly asks for and needs. The home is unable to demonstrate how the staff members listen to her and promote her learning outcomes. There are repeated entries on the weekly planner for her that simply state, 'study time', without any further details about the support and educational tools provided.

The home is not effective at enabling children and young people to contribute their views and wishes towards their care plans and to shape their future lives.

The individual care plans for children and young people are not always kept up to date. Examples include not updating the details after the young person has changed school and not updating the contact arrangements after they have significantly altered. These examples show that the care planning is not used effectively to support and promote the development and welfare of children and young people.

In addition, the management of medication is not safe. At the inspection, the staff members were unable to account for 154 paracetamol tablets that a doctor prescribed for the young person. These tablets were taken by the home for safe-keeping and administration. The home has failed to evidence what has happened with these tablets.

Another safety concern relate to the inspector finding the main entrance door being left ajar. This means that the home is not at all times, kept secure of unauthorised

access.

There have been a number of issues relating to the staffing. The duty roster does not always accurately reflect the names of the staff who are on duty or the reasons for not being on duty.

Staff members are not appropriately supervised. The last recorded individual supervision on one staff's file that the inspector looked at was in June 2014.

At the last inspection, the inspector was told that the home's Statement of Purpose (SOP) and the age-specific versions of the children's guides were under review. The registered persons were asked to provide a copy of the revised documents to Ofsted.

Ofsted have received a copy of the SOP. However, the issues with its content in relation to the actual provision remain unresolved. At the last inspection, the management of the home was confident that the SOP simply needed some minor updates to match the changes that have taken place. It is now clear that the problem is much deeper than that. There is a fundamental gap in the understanding of the service provision, between the registered provider and the home's staff.

The home is not run in line with its written SOP. The main issues are centred around the use of a particular approach to behaviour management and the availability of educational provision on the home's premises. For example, the SOP refers to a 5P approach to behaviour management being used in the home. The staff are unable to describe what this approach means and how it is implemented in practice. Furthermore, they say that this approach is not used in the home. Additionally, the management and staff in the home are convinced that although the SOP talks about the on-site educational provision, that this provision has been de-registered. This is not the case.

The registered provider intends to continue with the provision as described in the written SOP. The home's staff and the registered provider give different information about what is provided in the home. This discrepancy is confusing to stakeholders. It raises questions about the registered provider's effectiveness at enabling staff to understand, share and implement the SOP and the company's ethos and approach to the service provision, and how this is being resourced and monitored.

The written guides to the home for children and for young people who are over the age of 16 still remain under revision and are not available. The only guide that is available is for children and young people who are 13 to 16 years old. However, this document gives them incorrect information about the weekly pocket money that they receive.

As recommended at the last inspection, the garden has become better maintained. However, without any plants, it remains bare and does not promote children and

young people's engagement or learning.

The registered persons' last quarterly monitoring report that was sent to Ofsted is for the period of April 2014 to June 2014. The report for the quarter July 2014 to September 2014 has not been completed. Not completing these reports in a timely manner undermines monitoring and disables its function in swiftly identifying weaknesses and promoting improvement. Not sending those reports to Ofsted compromises our ability to monitor the setting.

Since the last inspection, the independent visitor to the home has identified and reported to the provider an increasing number of shortfalls. The former manager who is currently overseeing the service has devised a comprehensive improvement plan to address these shortfalls. She will continue to support and guide the newly recruited manager in improving the service back to a good standard.

Information about this children's home

This home is privately owned. The company has three children's homes and two schools. It aims to provide a therapeutic environment for children and young people. This home is registered to care for six children of either sex with emotional and/or behavioural difficulties and also, to provide education as a satellite resource for one of the schools.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/06/2014	Full	good
28/01/2014	Interim	satisfactory progress
19/08/2013	Full	good
15/03/2013	Interim	satisfactory progress

What does the children's home need to do to improve further?

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Children's Homes Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

Reg.	Requirement	Due date
4 (2001)	ensure that a copy of the statement of purpose is published on the children's home's website, unless the registered person considers that such publication would prejudice the welfare of children (Regulation 4 (2A))	01/02/2015
4 (2001)	produce a children's guide in a form appropriate to the age and understanding of the children and ensure that the information provided is correct (Regulation 4(4))	01/01/2015
4 (2001)	conduct the children's home at all times in a manner which is consistent with its statement of purpose (Regulation 4(6))	01/02/2015
5 (2001)	keep under review and where appropriate revise	01/02/2015

	the statement of purpose and notify Ofsted of any such revision (Regulation 5)	
11 (2001)	make proper provision for the care, education, supervision, support to children. This in particular relates to having up to date individual care and support plans (Regulation 11(1)(b))	01/01/2015
18 (2001)	promote the educational achievement of children in the home, in particular by ensuring that they make use of educational facilities appropriate to their age, aptitude, needs, interests and potential (Regulation 18(1)(a))	01/01/2015
21 (2001)	make suitable arrangements for the recording, handling, safe administration and disposal of any medicines received into the children's homes (Regulation 21)	14/11/2014
27 (2001)	ensure that all staff members receive appropriate supervision (Regulation 27(4)(a))	01/01/2015
29 (2001)	ensure that all the records specified in Schedule 4 are maintained and kept up to date. This includes an accurate copy of the staff duty roster of persons working at the home and a record of actual rosters worked (Regulation 29(1) Schedule 4.11)	01/12/2014
31 (2001)	ensure that all parts of the children's home used by children are secure from unauthorised access (Regulation 31(2)(b))	12/11/2014
34 (2001)	supply to Ofsted in a more timely manner, a report in respect of the review of the quality of care carried out in line with the regulation 34, at least once every 3 months. (Regulation 34)	01/12/2014

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- children know that their views, wishes and feelings are taken into account in all aspects of their care (NMS 1)
- all staff understand, share and implement the home's ethos, philosophy and approach to caring for children (NMS 3.4)
- children have access to a range of educational resources to support their learning and have opportunities beyond the school day to engage in activities which promote learning (NMS 8)

What inspection judgements mean

At the interim inspections we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.