

SC377702

Registered provider: Holibrook House Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is privately owned and provides care and accommodation for up to six children. The home's statement of purpose states that the home cares for children who present with emotional and/or behavioural difficulties. In addition to having two other children's homes, the company is also a registered education provider.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

The manager was registered with Ofsted in January 2018.

Inspection dates: 20 to 21 April 2021

Overall experiences and progress of children and young people, taking into account	good
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	good
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The children's home provides effective services that meet the requirements for good.

Date of last inspection: 26 February 2020

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
26/02/2020	Full	Good
11/03/2019	Interim	Sustained effectiveness
24/07/2018	Full	Good
22/03/2018	Interim	Improved effectiveness

Inspection judgements

Overall experiences and progress of children and young people: good

Children have continued to make good progress during the pandemic. Staff have made great efforts to ensure that children achieve good educational outcomes. Some children have achieved excellent exam results and gained college admission, from a starting point of non-school attendance.

Staff have helped children to make progress by taking small steps to establish sleep routines, self-care and reflecting on children's actions and feelings. This has helped children develop their independence and help them build relationships.

Where children experience setbacks, managers and staff are creative in ensuring that they get the right support from those they have built relationships with, and from specialist services. This has ensured that children's needs were supported and upheld during times of instability.

Children say they can tell adults if they are unhappy.

Staff manage complaints effectively, ensuring that children's views are heard and addressed. However, one child did not know how to make a complaint.

Staff and managers encourage and support children to keep in touch with family members. During lockdown, children were able to stay in touch with families virtually. Once lockdown measures eased, staff supported children to have face-to-face family time. Staff ensured that where possible families engaged with children for special occasions, including birthdays and Christmas.

Children have access to specialist help to support their good mental health. . Staff and managers work excellently with professionals to ensure that children get the support they need. However, staff do not always clearly record interventions and the support offered to children.

The home, while safe, needs redecoration and new furnishings. Children report that they are pleased to live in a good home that provides good food. However, they would like the home to be more 'homely and cosy'.

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

Risks associated with children around exploitation, episodes of children going missing from the home, substance misuse and mental ill health are well understood by staff. Staff identify and assess risk well, and risks assessments are regularly updated to reflect changes. All staff, including managers, respond well to identified risks to children and have a strong focus on keeping them safe.

All staff manage missing episodes well. Return home debriefs are routinely conducted when children return from missing episodes. Relevant information from return home debriefs is routinely shared with safeguarding partners. Children were well supported and advised to keep safe while in the home and out in the community, in line with the government's guidance on the COVID-19 pandemic.

There has been an increase in the number of incidents of poor behaviour and police callouts in recent months. Staff managed these situations appropriately. There is evidence that managers maintain oversight and provide debriefs and appropriate support for children and staff following these events.

There was one incident of restraint being used, which was recorded as part of a behaviour management incident. The restraint was very low level and staff managed this appropriately. However, the restraint was not recorded as the staff member did not recognise the intervention as restraint. The COVID-19 pandemic has impacted on the home's ability to conduct face-to-face training. Consequently, not all staff are trained in restraint and behaviour management. The manager has taken measures to arrange training. However, this has yet to take place.

Allegations against staff are managed well. The manager routinely seeks advice and support from the local authority designated officer.

The effectiveness of leaders and managers: good

The current manager has been in post since January 2018 and holds the required leadership and management qualification. The manager has made significant changes to the staff team, with a greater emphasis on developing a positive, nurturing staff culture. The manager has built capacity in the staff team in order to provide mentoring for less experienced staff. This has resulted in greater staffing stability.

Staff report that they feel well supported by leaders and managers and benefit from regular and effective supervision. Staff also benefit from fortnightly team meetings. These meetings have helped them keep abreast of changes that affect the home and the children who live there. However, staff did not demonstrate a good knowledge of the home's therapeutic model of intervention. This requires embedding.

The staff team is diverse in culture, race, and experience. The staff team includes a good mix of male and female staff. Recruitment of staff is safe.

Leaders and managers regularly reflect on emerging risks to children. Managers and staff seek to strengthen current partnerships and build new partnerships to meet children's emerging needs. Leaders and managers have also ensured that staff reflect on learning and continuously strive to improve the experiences and lives of children.

Leaders and managers know children extremely well and advocate effectively on their behalf. Managers ensure that new strategies and interventions are considered from specialist providers to address changing needs. This ensures that children remain the focus of interventions to keep them safe and develop necessary life skills?

Independent monitoring reports do not regularly show evidence that conversations have been held with children and stakeholders or that their views have been sought. Independent monitoring visits continued to take place remotely, even when guidance suggested that it was safe to visit the premises. This was not effectively challenged by managers.

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
The registered person must ensure that– within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes– the name of the child; details of the child's behaviour leading to the use of the measure; the date, time and location of the use of the measure; a description of the measure and its duration; details of any methods used, or steps taken to avoid the need to use the measure; the name of the person who used the measure ("the user"), and of any other person present when the measure was used; the effectiveness and any consequences of the use of the measure; and a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure; within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")– has spoken to the user about the measure; and has signed the record to confirm it is accurate; and within 5 days of the use of the measure, the registered	22 July 2021

person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))(3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c))	
The registered person must ensure that an independent person visits the children’s home at least once each month. When the independent person is carrying out a visit, the registered person must help the independent person if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires; and to inspect the premises of the home. The independent persons 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. (Regulation 44 (1)(2)(a)(5)) In particular, this relates to ensuring that independent monitoring reports comply with regulations and provide challenge and independent scrutiny to allow the home to make continuous improvements in the quality of care provided.	22 July 2021

Recommendations

- Staff should encourage children to share any concerns about their care or other matters as soon as they arise. Children must be able to take up issues or make a complaint with support and without any fear that this will result in any adverse consequences. Regulation 39 sets out the requirements on the registered person to have a complaints procedure. Children must be aware of this procedure and be reminded of it as necessary. (‘Guide to the children’s homes regulations, including the quality standards’, page 22, paragraph 4.13)

Specifically, ensure that all children in the children’s home know how to make complaints.

- The registered person should ensure that staff understand their important role in encouraging the child to reflect on and understand their history, according to their age and understanding. Staff should keep and encourage children to keep appropriate memorabilia of the time spent living at the home and help them

record significant life events. ('Guide to the children's homes regulations, including the quality standards', page 61, paragraph 14.4)

Specifically, this relates to keeping good records of services that are provided to children and how they are received by children, and in ensuring that interactions with children, for example keywork sessions and children's meetings, clearly reflect the views of the child.

- The registered person should ensure that the home is a nurturing and supportive environment that meets the needs of their children. They will, in most cases, be homely, domestic environments. ('Guide to the children's homes regulations, including the quality standards', page 15, paragraph 3.9)

Specifically, this relates to improving the fixtures and furnishings in children's bedrooms and the redecoration and repair of the home. ('Guide to the children's homes regulations, including the quality standards', page 53, paragraph 10.11)

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: SC377702

Provision sub-type: Children's home

Registered provider: Holibrook House Limited

Registered provider address: First Floor, 172 Hoe Street, Walthamstow, London E17 4QH

Responsible individual: Herman Allen

Registered manager: Julee Aiken-Brown

Inspector

Jayshree Pillay, Social Care Inspector

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