

SC377702

Registered provider: Holibrook House Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care and accommodation for up to six young people who have emotional and/or behavioural difficulties. The home aims to provide a therapeutic environment. In addition to having two other children's homes, the company is a registered education provider.

Inspection date: 22 March 2018

Judgement at last inspection: requires improvement to be good

Date of last inspection: 2 August 2017

Enforcement action since last inspection: none

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has improved in effectiveness.

Since the last inspection, a new manager has registered with Ofsted to run the home. The registered manager has utilised her residential leadership experience to improve the overall service. The registered manager has addressed all of the requirements and most of the recommendations made at the last inspection.

The admission planning process is good. The process includes a careful vetting of placement referrals, impact analysis, meeting with the young people where possible and working closely with partner agencies. The registered manager accepts placement of young people only if the home is stable and where she is satisfied that the home can respond effectively to the young person's assessed needs. Consequently, young people whose needs cannot be met by the staff team are not admitted to the home.

Risk factors are regularly assessed and reviewed. Each young person has a detailed risk

assessment in place with specific actions to mitigate the risks. Staff and managers work in partnership with other agencies to help reduce the risks for the young people. Each young person has a detailed behavioural support plan in place that identifies triggers and ways to help de-escalate conflict. Overall, there has been a reduction in police being called to the home to manage challenging behaviour.

Since the last inspection, there has been a reduction in episodes of going missing. When young people go missing from the home, their whereabouts generally are known to the staff and managers. Staff and managers adhere to the agreed missing person's protocols. Debriefs with the young people are routinely carried out and independent return home interviews are offered. However, independent return home interviews are not clearly recorded.

Young people who have left the home since the last inspection have been supported to move to semi-independent accommodation, or a foster placement, in a planned way. Staff and managers support young people to develop independent living skills. The positive relationship between staff and young people continues after the young people leave the home. They come back to visit the staff and managers and stay in touch. Young people continue to attend college and maintain regular contact with their families.

The systems in place for recording sanctions and restraints are appropriate. Restraint is rarely used. Young people's views are recorded, and there is evidence of the registered manager's review of the incidents and the effectiveness of the sanctions. While most of the sanctions applied have been appropriate, a few were not proportionate or meaningful. The registered manager is keen to promote the consistent use of restorative justice and the home's therapeutic care model in which the staff are trained.

Investigations into serious incidents or allegations are shared with the appropriate agencies and are handled robustly in line with the statutory guidance. One complaint was made by a young person since the last inspection, which was properly managed with a child-focused outcome.

Some of the young people are engaged in education and make good progress. Diligent efforts have been made by the staff and managers, working alongside the educational authority, to support the young people who are not accessing education. However, there is room for further attempts to be made to engage the young people to take up the learning opportunities presented to them.

Staff make efforts to raise young people's awareness of cannabis use and its effect on health and emotional well-being. Staff have also carried out room searches and sought intervention from the local police. However, opportunities to engage in closer multi-agency working to support them to reduce their cannabis use are not consistently taken.

The home has a clear workforce development plan in line with the regulations. The home has a clear and structured training plan for the staff.

Staff say that they feel supported and more confident in their practice. Staff understand the importance of being proactive rather than reactive when working with the young people. Staff also have a better understanding of the reasons behind some of the young people's challenging behaviour and are open to creative strategies to support the young

people.

The registered manager provides effective oversight of the running of the home. The manager routinely carries out audits and delivers feedback from practice observations. The registered manager is hands-on and leads by example. As a result, staff are clear about standards and expectations.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/08/2017	Full	Requires improvement to be good
22/12/2016	Interim	Sustained effectiveness
15/06/2016	Full	Good
29/02/2016	Interim	Improved effectiveness

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

Recommendations

- The registered person should ensure that the home takes account of information provided by independent return home interviews when assessing risks and putting arrangements in place to protect each child. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.30) In particular, ensure that independent return home interviews are clearly recorded.
- The registered person should ensure that any sanctions used to address poor behaviour be restorative in nature, to help children recognise the impact of their behaviour on themselves, other children, the staff caring for them and the wider community. In some cases, it will be important for children to make reparation in some form to anyone hurt by their behaviour and the staff should be skilled to support the child understand this and carry it out. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.38)
- Local authorities have a duty under section 22(3A) of the Children Act 1989 to promote the educational achievement of their looked-after children, which includes, as set out in guidance, seeking a school or other education setting that is best suited to the child's needs. ('Guide to the children's homes regulations including the quality standards', page 27, paragraph 5.5) In particular, the registered person should support the child's educational needs.
- The registered person should ensure that, in line with their individual health plans and the ethos of the home, children are offered advice, support and guidance on health and well-being to enhance, and supplement, that provided by their school

through personal, social and health education. ('Guide to the children's homes regulations including the quality standards', page 35, paragraph 7.18) In particular, staff should help young people understand and change negative behaviours in key areas of health and well-being, such as the use of legal highs and drugs.

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.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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

Linda Kim-Newby, social care inspector

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