

Children's homes – Interim inspection

Inspection date	29/02/2016
Unique reference number	SC377702
Type of inspection	Interim
Provision subtype	Children's home
Registered person	Holibrook House Limited
Registered person address	First Floor, 172 Hoe Street, Walthamstow, London E17 4QH

Responsible individual	Herman Allen
Registered manager	Steven Munn
Inspector	Seka Graovac

Inspection date	29/02/2016
Previous inspection judgement	Requires improvement
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 as requires improvement at the full inspection. At this interim inspection, Ofsted judge that it has improved effectiveness. The new manager has brought, calm and effective leadership and structure to the service. A staff member said to the inspector, 'We were dying for a manager, and now we have a very good manager. It is just great. He supports us with anything we need support with. He listens to us, and we listen to him. If something is not right, he will talk to you in a respectful manner. The team morale is high.' Staff sickness levels are very low, and there have been no changes to the care-staff team. The service is efficiently organised and runs smoothly. The manager has strengthened the links with other professionals in the area and, in particular, with the Local Safeguarding Children Board (LSCB). The home's staff now have access to more training opportunities, including online and face-to-face training organised by the LSCB. The manager has carried out an appraisal of each staff member's performance in line with the requirement made at the last inspection. He is very keen to empower staff. By developing staff confidence and professional competencies, he leads a service that influences young people's achievements more effectively. The leaders, managers and staff have successfully addressed the weaknesses identified at the last inspection, including six requirements and four recommendations. The home is now compliant with the Children's Homes Regulations 2015. Records are now consistently kept to a good standard, and management oversight is more rigorous. The home has developed clear, specific, written policies on safeguarding children who are at risk of self-harm, suicide or radicalisation. The improved quality of the service provision has led to improved outcomes for young people. Young people who used to go missing on a regular basis have stopped doing so. This means that they are much safer. The young people who used to take drugs have stopped taking them. Young people smoke fewer cigarettes than they used to, and one young person has stopped smoking completely. The young people are keen to have healthy lifestyles. They want to turn their lives around and to do well. School attendance has significantly	

improved. One young person, whose attendance was around 30% before coming to live in this home, has been going to school every day.

Staff are much more effective at supporting young people's positive behaviours. Ofsted received three notifications in a one-month period during the summer, regarding the police being called to the home due to the young people's challenging behaviour. There have been no reportable incidents of this nature since the new manager has been in post. There has been no need for staff to use physical interventions. They have used sanctions appropriately, sparingly and effectively to promote young people's more responsible behaviours.

The underlying force that has driven young people's more constructive behaviours and positive outcomes is their close relationships with the staff members. A young person said at her recent statutory review, "It feels like home. The best thing about it is staff. I can talk with them about anything."

Monitoring of the service has improved. However, the inspector's examination of the logs of young people's missing episodes and sanctions showed some areas for further improvement. This, in particular, relates to making the distinction between young people missing or being absent without authority clearer, and making any monetary sanctions more detailed by specifying the amount to be paid and the timescales.

Information about this children's home

This privately owned home provides care and accommodation for up to six children, who may experience emotional and/or behavioural difficulties. The home aims to provide a therapeutic environment. The provider has two other children's homes and also provides education.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/07/2015	Full	Requires improvement
11/11/2014	Interim	Declined in effectiveness
24/06/2014	Full	Good
28/01/2014	Interim	Satisfactory Progress

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

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 (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*. The registered person(s) must comply with the given timescales.

Requirement	Due date
-------------	----------

Recommendations

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

- Make records more specific, so that it is always clear if a child was absent without authority or missing. (The Guide to the Quality Standards, page 45, paragraph 9.28)
- Improve records of any monetary sanctions, so that they clearly include amount of money to be paid and the timescales. (The Guide to the Quality Standards, page 46, paragraph 9.11)

What the inspection judgements mean

At the interim inspection 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

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who 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.

This 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 Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance *raising concerns and making complaints about Ofsted*, which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2016