

1155761

Registered provider: Carbrey Care Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is owned and managed by a private organisation. Care and accommodation are provided for up to three girls aged between 11 and 17 years. The manager has been registered since October 2016. He is a qualified social worker.

Inspection dates: 25 to 26 July 2018

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

How well children and young people are helped and protected good

The effectiveness of leaders and managers requires improvement to be good

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 7 November 2017

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/11/2017	Interim	Sustained effectiveness
01/08/2017	Full	Good
27/02/2017	Interim	Improved effectiveness
26/07/2016	Full	Requires improvement

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
<p>13: The leadership and management standard The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>helps children aspire to fulfil their potential; and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home's workforce provides continuity of care to each child. (Regulation 13 (1)(a)(b)(2)(c) and (e))</p>	01/10/2018
<p>16: Statement of purpose The registered person must—</p> <p>keep the statement of purpose under review and, where appropriate, revise it; and</p> <p>notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (3)(a)(b))</p>	31/08/2018
<p>37: Other records Schedule 4 sets out the other information that the registered person must keep in relation to a children's home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4;</p> <p>ensure that the records are kept up to date; and</p>	31/08/2018

retain the records for at least 15 years from the date of the last entry. (Regulation 37 (1)(2)(a)(b)(c))

This is with particular reference to a record of the staff duty roster of persons working in the home, and a record of the actual rosters worked.

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. Children's homes must comply with relevant health and safety legislations (alarms, food, hygiene etc.); however in doing so, homes should seek as far as possible to maintain a domestic rather than 'institutional' impression. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9)

In particular, review the use of lanyards worn by staff with keys attached and the installation of push button doors to exit the building.

- Children's home staff should take reasonable precautions and make informed professional judgements based on the individual child's needs and developmental stage about when to allow a child to take a particular risk or follow a particular course of action. ('Guide to the children's homes regulations including the quality standards', page 42, paragraph 9.7)

In particular, create a formal plan to reduce staff supervision to enable children to have some independence.

- As set out in regulations 31–33, the registered person is responsible for maintaining good employment practice. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.1)

In particular, ensure that recruitment records for permanent and agency staff are collated in a manner that provides simple retrieval.

Inspection judgements

Overall experiences and progress of children and young people: good

Children have formed some positive relationships with staff, enabling them to feel safe in this home. When staff are away from the home, they often send messages to remind children that they care about them. The high number of staff leaving and new staff arriving is unsettling. However, a core group of staff with leaders and managers works additional hours to ensure that there is some consistency of care while recruitment takes place.

Children are making progress in their personal development. They are attending education and learning, developing their interests, maintaining good health and feeling settled in this home. The reduction in behavioural incidents that require staff intervention is an indicator of this progress. Children are treated with respect and fully involved with their care planning. For example, a guide to the home has been written with a child's contribution. This level of engagement encourages children to follow their own children's guide and consequently have a greater understanding about living at this home.

Children enjoy pursuing their interests and joining in local events and activities. Consultation ensures that children do things that they like and, with staff encouragement, to try new things. A trip to the London Chamber Orchestra, falconry and a ride on a hovercraft to the Isle of Wight are just some of the new experiences this year. Photographs and keepsakes are stored in memory boxes to capture these moments.

Children describe this house as homely and it is like a family home. However, staff wearing a lanyard with keys attached around their necks detract from providing a comfortable homely place. Similarly, a push button mechanism on the front door is not in keeping with a family home and can remind children that they are in care.

Social workers reported that this is a good home. One social worker said, 'Regardless of what is happening, they always keep the child at the centre', and 'I speak very highly of the lengths they go to.' Such positive comments are echoed by family members who described the manager and staff team 'making tremendous effort in thinking about (child) and her needs'.

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

Risk management is fully understood by leaders and managers who provide direction and support to the staff. Clear documents provide guidance about known risks to children, potential triggers and strategies to reduce the risks.

Since the previous inspection, there have been some serious incidents involving physical assaults by children and allegations against staff. Leaders and managers act swiftly in response to incidents in which children, or others, are harmed or at risk of harm. Safeguarding procedures to report to social care agencies and Ofsted are correctly followed.

The senior leadership team meets regularly with the clinical psychologist to carry out a safeguarding management review of each incident. Good analysis takes place, lessons are learned and action is taken to continually improve.

Incidents of children going missing have significantly reduced; the last event was five months ago. Physical intervention is used appropriately when children are at risk to themselves or others. Training for staff emphasises the need to understand how each

child communicates through their behaviour and what strategies can be used to support children.

To manage safeguarding risks, the children currently have high levels of staff supervision. Children are consulted about their individual plans and understand that there can be a reduction in staff supervision as they respond well to boundaries. One plan to reduce staff supervision and work towards independent time outside of the home has started but it lacks timescales. More specific details are required in such a plan to support children in taking measured risks.

The effectiveness of leaders and managers: requires improvement to be good

The lack of a permanent stable staff team is hindering the development of this home. This was identified at the previous inspection and, although there has been recruitment of nine staff members since November 2017, seven staff have left. Leaders and managers regularly explore the retention and recruitment of staff and have made positive changes to address the problem such as:

- staff surveys
- improvements to the recruitment and selection process
- liaison with an agency to supply regular staff with the option of employment
- creation of a new appointment in April 2018. This staff member is a qualified social worker who can deputise for the manager.

To improve the quality of care by temporary staff, the manager ensures that all agency staff spend four hours with him, or the deputy, before supporting children. This allows time to explain the ethos of the home and to read important documents. At the end of the four-hour induction, agency staff complete a quiz in order that the manager can be satisfied that they have read and understood the needs of the children.

Children and staff benefit from a clinical psychologist who visits once a week. In addition to his contribution to behaviour support plans and risk management, he provides consultation for the senior leadership team, staff members and children.

The statement of purpose is subject to review and remains relevant to the care provided at this home. Following the review, the manager failed to provide an updated version of the statement of purpose to Ofsted.

A recent transfer of recruitment records to an electronic system lacks a methodical approach and not all records are easy to locate. Similarly, the details provided by agencies for temporary staff are inconsistent and stored in different ways. Another management area to improve is the production of staff rosters in an accessible format. Logbooks and other documents record who is working and when. However, this information is not held in one document as required by children's homes regulations.

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: 1155761

Provision sub-type: Children's home

Registered provider: Carbrey Care Ltd

Registered provider address: 17 Brunswick Square, Gloucester, Gloucestershire GL1 1UG

Responsible individual: Louise Brannon

Registered manager: Steven Robertson

Inspector

Clare Davies, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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