

1264756

Registered provider: Impact for Change Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is part of a small organisation. The home is registered to care for up to two children.

Since the last visit, the registered manager has resigned. A new manager has been recruited and her application to register with Ofsted is being processed.

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.

Inspection dates: 14 to 21 September 2021

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: 10 June 2021

Overall judgement at last inspection: Inadequate

Enforcement action since last inspection:

A compliance notice was issued following the full inspection on 9 and 10 June 2021, when the home was judged inadequate. The notice related to the quality and purpose of care standard.

On 13 July 2021, a monitoring visit took place and Ofsted assessed that the provider had taken sufficient action to meet the compliance notice.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/06/2021	Full	Inadequate
10/01/2020	Full	Requires improvement to be good
18/09/2019	Full	Inadequate
19/03/2019	Interim	Declined in effectiveness

Inspection judgements

Overall experiences and progress of children and young people: good

Following the monitoring visit on 13 July 2021, leaders and managers recognised that they could not keep one of the children safe. As a result, notice was served to the child's placing authority. During the notice period the child declined to stay at the home. In response, the staff maintained regular contact with the child, including completing daily safety checks as required by the multi-agency safety plan.

In recent weeks, a new child has moved in. The child's introduction to the home was well planned. The child was provided with an opportunity before he moved in to meet the staff and spend time getting to know his new co-resident. This planned introduction provided the manager with the opportunity to assess the compatibility of both children.

Both children engaged well with the inspector. One child shared that he is excited and a little anxious about starting college. The same child's social worker commented positively about the relationships the child has made with key staff. She said the relationships the child has developed with his carers have contributed significantly to his progress. The second child spoke positively about his move into the home and the staff who have helped him to settle in. He said he enjoys the range of activities offered as well as spending time at the local skatepark meeting new friends.

The children are cared for by staff who are motivated and enthusiastic about improving the children's outcomes. The staff spoken to confirmed that the changes made since the monitoring visit have benefited their practice and the direct care and support the children receive. Changes in the staff team have not had an impact on the continuity of care because staff have worked as a team to fill any shift vacancies. Staff told the inspector that morale is good and described themselves as a family.

Since the monitoring visit, changes have been introduced in how staff promote the children's physical health and emotional well-being, and these have been effective. Weekly visits from the organisation's clinical lead have enhanced the staff's understanding and awareness of the trauma children have experienced. As a result, the staff's approach to children's attitudes and behaviours has improved. Children are now routinely provided with a healthy, nutritious and balanced diet and the activities offered promote their physical health as well as their emotional well-being.

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

Following the monitoring visit, leaders and managers took appropriate action to work with others to try to keep a child safe. Safety plans and missing-from-home protocols were regularly reviewed and implemented in practice. However, leaders

and managers recognised that this was not the right home for the child and he has subsequently moved.

New protocols and procedures have been introduced to ensure the safe management and administration of medication. Medication audits are now effective and errors are identified and rectified.

The manager has reviewed and updated the home's locality risk assessment. This now includes the recommendations identified by the independent person.

Leaders and managers ensure that the adults who are looking after the children are safe to do so. Since the last inspection, two new staff have joined the staff team. Safer recruitment checks are comprehensive.

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

The manager's application to register with Ofsted is being processed. Since the full inspection and the monitoring visit, the manager has reflected on the performance of the home this year, and told the inspector that her management oversight and practice have improved as a result of what she has learned. Management oversight and practice have developed; however, further work is needed to embed and sustain this.

The manager's monitoring of behavioural incidents and daily reports lacks rigour. Discussions held with staff and children following incidents do not always consider what actions could have been taken to reach a different outcome or to prevent a reoccurrence. In addition, not all incident reports detail a concise and factual overview of events or include all the actions taken by staff.

The manager's quality of care review requires improvement. The manager has not considered seeking the views of children, nor has she analysed or evaluated patterns and trends in behaviour.

Senior leaders, the organisation's clinical lead and the manager have collectively stabilised the staff team. The manager has challenged poor performance when it has been identified. She has also provided the staff with support and the guidance they require to meet their role and responsibilities. All staff spoke extremely positively about the manager, and said that she is approachable and leads by example.

All new and existing staff have completed an induction programme and have received basic mandatory training. Despite these training and learning opportunities, not all staff have received specialist training that would help them to understand children's needs in relation to sexual abuse and separation and loss.

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 leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received; and use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(f)(g)(i)(ii)(h)) This relates to the manager ensuring that she continues to use all monitoring systems, including the quality of care review, to further develop the home and improve children's outcomes.	12 November 2021
The registered person must ensure that all employees— undertake appropriate continuing professional development.	12 November 2021

(Regulation 33 (4)(a))

In particular, all staff should complete specialist courses that have been identified by senior leaders.

Recommendation

- The provider should ensure that the recording of incidents is factually accurate, clear and concise. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 14.4)

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: 1264756

Provision sub-type: Children's home

Registered provider: Impact for Change Ltd

Registered provider address: Canns Down Press, Beaford, Winkleigh, Devon
EX19 8LZ

Responsible individual: Mark Parker

Registered manager: Post vacant

Inspector

Sharron Escott, Social Care Inspector

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