

2591888

Registered provider: New Horizons-(Stockport) Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a private company. It is registered to provide care for up to four children who may have needs that relate to their disabilities and/or a sensory impairment.

There is currently no registered manager for this home.

Inspection dates: 25 and 26 May 2022

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 16 November 2021

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection:

This inspection follows a monitoring visit undertaken on 25 February 2022 in response to safeguarding concerns raised in a complaint to Ofsted. The report published following the monitoring visit can be accessed via Ofsted's website.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
16/11/2021	Full	Requires improvement to be good
24/08/2021	Full	Inadequate

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

Children have experienced significant changes in the team caring for them. Since the last inspection, half of the staff team and two appointed managers have left. Children do not have enduring relationships due to the instability within the staff team. However, new staff have been recruited to the team, together with an experienced manager who has a good understanding of the children's individual needs.

Staff have guidance on how to meet each child's needs. However, there are various strategies provided across several different support plans. Staff are not provided with clear expectations of, and advice on, how best to support children. There are some positive examples of direct work by staff to support one child. However, recordings of individual work do not detail the work undertaken with another child.

Children now have the support of the recently appointed in-house speech and language therapist. Staff are being provided with specific strategies and guidance to meet each child's individual needs. However, this is not yet fully embedded into practice. Children's health needs are also well supported by the guidance provided to staff by the in-house occupational therapist.

The inspector observed some positive interactions between staff and children during the inspection. However, staff do not always use the individual communication aids to help children to communicate. This means staff do not always understand what children are communicating to them. Children's needs are not always met as a result. However, training has been identified to address gaps in staff knowledge.

Staff hold regularly group meetings with children. These meetings include a focus on planning a range of activities for children. However, recordings of the meetings do not show how children are supported to actively engage in them. The guide for the home is not provided in an accessible format for the children living in the home.

How well children and young people are helped and protected: requires improvement to be good

Staff are provided with differing guidance in relation to managing the individual risks for each child. This includes differing strategies to mitigate these risks. As a result, there is a varied level of understanding of these risks within the staff team. Some staff have a good understanding, while others have a limited understanding. This is a concern given the children's identified needs and associated vulnerabilities. The newly appointed manager has plans to address the inconsistency in practice. This includes individual, group and clinical meetings with the staff team.

Safer recruitment practice is followed for prospective applicants. One recent good example of this was an effective response to potential concerns regarding an applicant identified during the vetting process. An appropriate response to the identified concerns helped to ensure that only suitable staff are recruited.

Allegation management was effective in response to two unrelated concerns regarding staff conduct. This included an immediate response to serious concerns in relation to one staff member identified while they were on duty. Following internal investigations, disciplinary action was appropriately taken, in both cases.

Flooring on the landing has not yet been replaced. This was a requirement at the last inspection. However, plans are in place for this to be addressed.

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

There have been significant changes in the management of the home. Since the last inspection, two managers and a senior manager no longer work at the home. A third manager has recently been appointed. The new manager has a good understanding of children's needs. They have identified how staff need to be supported to provide consistency of care for children.

The new manager has a clear understanding of the development areas in the home. They have begun to identify solutions to address these. Since recently coming into post, they have been appropriately focused on developing the culture in the staff team. The new manager is beginning to lead the team through role modelling good practice. The changes are not yet embedded into team practice.

Staff have not received individual supervision for three months. This gap covers the period between the monitoring visit undertaken in February 2022 and the new manager starting in post. Staff have not had time and space to reflect on their own practice and share any concerns they may have. This is significant in the context of issues raised by staff regarding a previous lack of support provided to them. However, staff feel more supported since the new manager has been in post.

Not all staff have received training in the home's approach to responding to behaviours that challenge, and new staff are awaiting face-to-face training in first aid. This does not ensure that all staff are trained in meeting the needs of each child.

The responsible individual has ensured that a number of the requirements from the last full inspection have been met. However, requirements not met have been re-stated.

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 children's views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to— keep the children's guide and the home's complaints procedure under review and seek children's comments before revising either document. (Regulation 7 (1)(a)(b)(c) (2)(c)) Specifically, ensure the children's guide is in a format which is accessible to children, and in accordance with their individual communication needs.	31 July 2022
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm; that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. (Regulation 12 (1) (2)(a)(b)(d))	31 July 2022

This relates to risk assessments and safety plans being recorded in a way that is clear for the team to follow. This also relates to health and safety issues with flooring and the need for this to be addressed.	
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— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home's workforce provides continuity of care to each child; 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 use monitoring and review systems to make continuous improvements in the quality of care provided in the home. Regulation 13 (1)(a)(b) (2)(a)(b)(c)(e)(f)(g)(i)(h)) This relates to ensuring that there are monitoring and review systems to make improvements in the quality of care provided in the home.	31 July 2022

This includes ensuring that management oversight and evaluation identifies poor practice and is addressed. This relates to ensuring that there is a consistent staff team in place that understands the child's needs. This relates to ensuring that the home has a registered manager. This also relates to the staff team understanding its role in working together to provide a consistent level of care. Also, that staff have the necessary skills and experience to meet the needs of children.	
The care planning standard is that children receive effectively planned care in or through the children's home. The registered person must ensure that children receive effectively planned care in or through the children's home. (Regulation 14 (1)(a)) This specifically relates to the children's plans being clear; including specific and measurable goals that everyone is working on to support the children to reach their potential. It also relates to ensuring that individual communication aids are used to support children to communication.	31 July 2022
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b)) Specifically, ensure that staff receive regular supervision, and to provide them with time and space to reflect on their own practice.	31 July 2022

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: 2591888

Provision sub-type: Children's home

Registered provider: New Horizon-(Stockport) Limited

Registered provider address: 154 Buxton Road, High Lane, Stockport, Cheshire SK6 8EA

Responsible individual: Bharati Parikh

Registered manager: Post vacant

Inspector

Maria Lonergan, 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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