

2624457

Registered provider: Monarch Intervention Services Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is operated by a private company. It provides care for up to 3 children who may experience social and emotional difficulties.

At the time of this inspection, 3 children were living in the home. All 3 children spoke with the inspector during the visit.

There is a permanent manager at the home, who became registered in June 2025.

The inspector was aware during this inspection of a serious incident concerning a child that had occurred since the last inspection. While Ofsted does not have the power to investigate incidents of this kind, actions taken by the setting in response to the incident were considered alongside other evidence available at the time of the inspection to inform the inspector's judgements.

Inspection dates: 9 and 10 June 2026

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

requires improvement to be good

How well children and young people are helped and protected

requires improvement to be good

The effectiveness of leaders and managers

requires improvement to be good

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: 2 September 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/09/2025	Full	Good
26/11/2024	Full	Good
13/12/2023	Full	Good
28/06/2022	Full	Good

Summary of findings

Children's experiences of care are varied. Some have experienced stability and good-quality care, contributing to a significant reduction in risk and supporting positive outcomes. Others have experienced instability, as their needs were unable to be met. Shortfalls in how children have been helped and protected have affected their experiences. Management oversight has not always been effective in identifying shortfalls promptly. Leaders and managers have reflected on practice and identified learning when children have moved on from the home. Internal audits have highlighted shortfalls, and managers have a clear plan for how they will develop the home. Actions from audits are ongoing, and learning is not yet embedded. There are no serious or widespread concerns regarding children's safety.

Inspection judgements

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

Since the last inspection, 4 children have moved out of the home because staff were unable to meet their needs. For 2 children, these moves were immediate. Leaders have reflected on the reasons for these breakdowns and identified clear learning, which they have begun to implement; however, these changes are not yet fully embedded. The 3 children currently living in the home are settled and say that they feel safe.

Children participate in weekly meetings where their views, wishes and feelings are discussed. However, when children make requests, they are not always responded to. Children reported waiting for staff to act in response to their requests. This does not reassure children that their wishes are heard.

The home is warm and welcoming, with photos and children's artwork displayed, and bedrooms personalised to reflect individual interests, promoting a sense of belonging. The environment is spacious, with 3 large living rooms available for children to use during the day. However, one child's belongings were stored on the floor outside their bedroom, which detracts from their sense of being valued. Additionally, one living room is used by staff for sleeping at night, limiting children's access to communal areas and not providing staff with appropriate privacy. Managers responded during the inspection by identifying suitable storage, and arrangements for staff sleeping are under review.

Staff support children to spend time with people who are important to them. One parent reported excellent communication with staff, stating that they prioritise their child's best interests in decision-making. They reported being kept well informed and said that their child is making exceptional progress. In contrast, another parent raised concerns about inconsistent information-sharing and aspects of their child's care. Managers have recognised these shortfalls and have plans to address them.

Staff generally support children well when they spend time with their families; however, on one occasion, there was a delay in a child being collected due to staff not fully understanding the child's plans. This resulted in an incident being managed by the child's parents in their home. The child reported not feeling confident that staff would be available to support them should they wish to return. The manager has reiterated expectations to the staff team and has a plan to revisit these concerns with the child.

Staff support children to explore their interests and provide a wide range of activities that enhance their experiences of living in the home. A youth participation worker has been employed to further develop the range of activities available. He supports children to access tailored activities that help build their resilience and confidence.

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

Staff have not always acted in accordance with the organisation's expectations and policies when responding to risk. On one occasion, staff failed to report an allegation made by a child. Managers took appropriate action once they became aware of the concern. On another occasion, staff did not arrange a follow-up appointment after a child refused a recommended hospital assessment. Although the child did not experience lasting harm, the lack of appropriate action placed them at potential risk.

Staff do not always have clear guidance on the steps they need to take to keep children safe. Managers had identified this shortfall through an audit shortly before the inspection and have a plan to update all risk assessments and plans.

Staff hold regular discussions with children about risks and how to stay safe. Systems for monitoring work carried out with children are effective and help to ensure that work is timely and individualised to children's needs. However, records do not always clearly capture the child's voice.

Managers carry out investigations in response to concerns and take appropriate action to address shortfalls in staff practice. When concerns are raised, information is shared effectively with external professionals, and learning is identified. However, despite an appropriate management response, a staff member's practice in one instance was poor and negatively impacted the child. This does not demonstrate that staff always understand their roles or responsibilities.

Children benefit from the support of a therapist who regularly visits the home and spends time with them. The therapeutic offer has been further strengthened by the appointment of an additional qualified practitioner, who attends regularly and provides oversight, support and guidance to staff on how best to meet children's needs. Regular reflective sessions help staff to identify strategies to manage risk and respond effectively to children's behaviours.

Incidents of children self-harming themselves are managed effectively. The risk of self-harm has significantly reduced for one child who was previously at high risk.

Professionals and the child's family attribute this progress to the care provided by staff. Room searches routinely take place to remove items of risk, and staff escalate concerns to relevant external professionals to ensure that children receive the assessments they need.

Staff are trained in de-escalation techniques, and physical intervention is only used as a last resort to keep children safe. Children and staff are routinely spoken to following incidents of restraint, providing them with opportunities to share their views. Records of physical intervention are detailed; however, the manager has not always identified when language is unclear, which limits the effectiveness of evaluation.

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

Shortfalls in the manager's oversight mean that opportunities to develop the home and enhance staff practice have been missed. Leaders and managers have carried out audits that have identified shortfalls, and clear action plans have been created. These plans outline how the service will be strengthened and how the quality of care for children will be improved. However, this work is ongoing, and changes in staff practice are not yet embedded.

The manager aspires to provide children with good-quality care. She understands children's needs well and develops warm and trusting relationships with them. She fosters positive relationships with children, professionals and staff. Children's social workers report that communication from the manager is effective and that they feel reassured by her presence in the home. However, they say that the home is disorganised in her absence.

The senior leadership team has been further strengthened with the appointment of a staff development lead, who provides additional oversight of the home. In response to shortfalls identified through internal audits, an additional manager has been brought in to support the registered manager with the day-to-day running of the home. This is a temporary measure.

Staff say they feel well supported. They receive regular supervision and benefit from a comprehensive range of training, which they find helpful. Training is tailored to meet the needs of the children.

Changes in the staff team have affected the continuity of care that children receive. Children report that they do not always have a consistent member of staff to speak to, as many staff members are new. However, there are sufficient staff to meet children's needs.

Managers carry out evaluations following incidents. However, these have not always identified gaps in recording or shortfalls in staff practice. As a result, opportunities to address concerns, explore information and support staff development have been missed.

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, The 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 care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure— that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose; that each child's relevant plans are followed. (Regulation 14 (1)(a)(b) (2)(a)(c)) Specifically, leaders and managers must ensure that children have a positive experience of moving on from the home. They must ensure that they scrutinise the information available to them before a child moves in so that they can consider whether they can meet their needs effectively.	19 August 2026
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—	19 August 2026

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; 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)(c)(e)(h)) In particular, the registered person must ensure that: evaluations of incidents identify learning and explore when language in records is unclear; monitoring systems are used effectively to identify and address shortfalls; a strong safeguarding culture that consistently promotes children's wellbeing is embedded.	
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— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child; have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; are familiar with, and act in accordance with, the home's child protection policies; 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. (Regulation 12 (1) (2)(a)(v)(vii)(b)(d)) In particular, the registered person must ensure that:	19 August 2026

staff understand their responsibilities in relation to reporting safeguarding concerns; staff act in accordance with the organisation's expectations of professional conduct and maintain appropriate professional boundaries when carrying out their roles; children's plans and risk assessments are kept up to date and provide staff with clear guidance; staff always ensure that they follow up on children's health needs to ensure that they are appropriately assessed.	
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— ensure that staff— help each child to understand how the child's views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child. (Regulation 7 (1)(a)(b)(c) (2)(a)(iii)) In particular, the registered person must ensure that children's requests are considered and responded to.	19 August 2026
The quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.	19 August 2026

In particular, the standard in paragraph (1) requires the registered person to—

ensure that staff—

provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; and

provide to children living in the home the physical necessities they need in order to live there comfortably.

(Regulation 6 (1)(a)(b) (2)(b)(iv)(vii))

In particular, the registered person must ensure that staff are available to support children when they spend time away from home in line with their plans.

Furthermore, children must be provided with suitable storage for their personal possessions.

Recommendation

- The registered person should ensure that the design of the home provides appropriate accommodation and facilities for staff who sleep there overnight. ('Guide to the Children's Homes Regulations, including the quality standards', page 17, paragraph 3.26)

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: 2624457

Provision sub-type: Children's home

Registered provider: Monarch Intervention Services Ltd

Registered provider address: The Glades, Festival Way, Festival Park, Stoke-on-Trent, Staffordshire ST1 5SQ

Responsible individual: Brandon Roussel

Registered manager: Bethany Birnie

Inspector

Laura Norcop, Social Care Inspector

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