

# SC008600

Registered provider: New Horizons (Stockport) Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home is owned and operated by a private provider. It is registered to provide care for up to six children with social and emotional difficulties.

The manager has been registered with Ofsted since April 2008.

### Inspection dates: 14 and 15 November 2023

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| <b>Overall experiences and progress of children and young people,</b> taking into account | <b>requires improvement to be good</b> |
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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:** 23 August 2023

**Overall judgement at last inspection:** inadequate

### Enforcement action since last inspection:

A restriction of accommodation notice was issued with effect from 24 August 2023 until 15 November 2023 inclusively.

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|----------------------|
| 23/08/2023      | Full            | Inadequate           |
| 24/04/2023      | Full            | Inadequate           |
| 27/07/2022      | Full            | Good                 |
| 17/08/2021      | Full            | Good                 |

## Inspection judgements

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

At the last full inspection, a restriction of accommodation notice was issued. This notice was monitored as part of this inspection. The provider had complied with the restriction of accommodation and no new children have moved into the home.

There are three children living in the home. Two children live in the main building and one child lives in the annex. Children can now access all areas of the home. Activities are now planned to be inclusive for the whole group and this has improved relationships between children. Inspectors observed children playing games and cooking together with the support of staff.

Children say that they have trusting relationships with some staff. They said that most staff listen to them and keep them safe. Children have access to an advocate and independent visitor. However, one child said they were not aware of how to make a complaint.

Children are in good health and supported to attend routine health appointments. Children's individual health needs are now identified in their care plans and staff encourage them to access specialist services when required.

Managers and staff are not consistently supporting all children to achieve their full potential and make progress in their education. One child has been excluded from school. The registered manager has not been proactive in ensuring that the child returns to an appropriate education placement in line with their needs. Although one child was accessing online tutoring, there was no long-term plan for this to be increased or additional meaningful education to be accessed. This does not ensure that all children have access to full-time education.

Staff are proactive in planning for children to spend time with their families. Children are supported to enjoy time with those who are important to them. Arrangements are carefully assessed and facilitated to meet children's individual needs.

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

Training has been provided to staff to support them to understand the expectations of their role. There are now clear procedures in place for managers and staff to respond to safeguarding incidents. Staff have been supported to attend relevant training to reinforce their understanding of safeguarding responsibilities.

There have been changes to the staff team and the shortage of permanent staff has resulted in a reliance on bank and agency staff. One child said, 'I am sick of telling people my name.' This means children are not always able to identify a trusted adult

they can talk to. In addition, staff do not always provide children with an appropriate response when they share their concerns.

Children are not consistently supported to understand or manage their behaviour and feelings safely. Consequences are repeated and not proportionate. This is a missed opportunity to support children to learn about acceptable behaviours. There is a system in place to evaluate practice. However, this system has not identified the shortfalls in practice.

Children have individual missing-from-care protocols. However, some strategies for staff to follow are confusing. Staff are proactive in looking for children when they have gone missing and encourage them to access independent return home interviews.

Improvements have been made to the overall environment of the home. This means children are safe from avoidable hazards.

Leaders and managers have taken action to ensure that allegations are explored and understood. Investigations are now conducted and recorded. All relevant individuals and agencies are informed to ensure that children are protected from harm.

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

Leaders and managers have not taken sufficient action to meet the requirements stated at the last inspection. Multiple requirements are restated.

Not all staff are not receiving regular supervision. Some staff say that they do not feel supported in their roles and recognise that they are not consistent in their approach as a team. Supervision records do not demonstrate that staff are receiving practice-related supervision to enable them to reflect on their practice. Probationary reviews are completed. However, these do not consistently provide an accurate record of staff's performance and development.

Team meetings are taking place monthly. However, meeting records are not always accurate and conflict with information in children's individual plans. The statement of purpose does not accurately describe the care arrangements and model of care being provided for children. This is a repeat requirement.

Leaders and managers have implemented systems for monitoring and reviewing the quality of care provided. Incidents and training sessions are evaluated and reviewed by managers. However, this information is not consistently used to improve and develop care practices.

## 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         |
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| <p>The children's views, wishes and feelings standard is that children receive care from staff who—</p> <p>take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff—</p> <p>ascertain and consider each child's views, wishes and feelings, and balance these against what they judge to be in the child's best interests when making decisions about the child's care and welfare;</p> <p>help each child to express views, wishes and feelings;</p> <p>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;</p> <p>regularly consult children, and seek their feedback, about the quality of the home's care;</p> <p>ensure that each child—</p> <p>is enabled to provide feedback to, and raise issues with, a relevant person about the support and services that the child receives. (Regulation 7 (1)(c) (2)(a)(i)(ii)(iii)(iv)(b)(i))</p> <p>The registered provider must ensure that children are consulted about the quality of care that they receive and encouraged to share their feelings about the quality of care that they receive. Leaders and managers must ensure that children understand how to complain.</p> | 12 December 2023 |

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| This requirement is restated.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |
| <p>The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to achieve the child’s education and training targets, as recorded in the child’s relevant plans;</p> <p>promote opportunities for each child to learn informally;</p> <p>raise any need for further assessment or specialist provision in relation to a child with the child’s education or training provider and the child’s placing authority;</p> <p>help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible.</p> <p>(Regulation 8 (1) (2)(a)(i)(v)(vii)(viii))</p> <p>The registered provider must ensure that children are supported to return to meaningful education if excluded from school as soon as possible. Children must be provided with opportunities to learn informally to support their learning.</p> | 12 December 2023 |
| <p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to develop socially aware behaviour;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 12 December 2023 |

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| <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding. (Regulation 11 (1)(b)(c) (2)(a)(ii)(iii)(iv)(v))</p> <p>In particular, leaders and managers must ensure that consequences issued are appropriate to the behaviour displayed, and that the use of such measures is reviewed and evaluated as to their effectiveness.</p> <p>This requirement is restated.</p>                                                                                                                                                                                                                    |                         |
| <p>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</p> <p>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 has sufficient staff to provide care for each child;</p> <p>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;</p> <p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>feedback on the experiences of children, including complaints received; and</p> | <p>12 December 2023</p> |

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| <p>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)(d)(f)(g)(ii)(h))</p> <p>Specifically, the registered person must ensure that they implement systems to review and evaluate the quality of care provided to children and demonstrate learning from practice.</p> <p>The registered person must ensure that there are sufficient staff to provide safe care and sufficient action is taken to meet requirements issued.</p>                                |                         |
| <p>The registered person must—</p> <p>ensure that each employee completes an appropriate induction.</p> <p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development;</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (1)(a) (4)(a)(b))</p> <p>Leaders and managers must ensure that staff receive supervision and probationary reviews in line with the provider’s own policies and procedures.</p> <p>This requirement is restated.</p> | <p>12 December 2023</p> |
| <p>The registered person must compile in relation to the children’s home a statement (“the statement of purpose”) which covers the matters listed in Schedule 1.</p> <p>(Regulation 16 (1))</p> <p>The registered provider must ensure that the statement of purpose accurately describes the arrangements and model of care provided.</p>                                                                                                                                                                                                                 | <p>12 December 2023</p> |

## 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:** SC008600

**Provision sub-type:** Children's home

**Registered provider:** New Horizons (Stockport) Limited

**Registered provider address:** 154–156 Buxton Road High Lane, Stockport,  
Cheshire SK6 8EA

**Responsible individual:** Bharati Parikh

**Registered manager:** Maria Simmons

## Inspectors

Nichola Croft, Social Care Inspector  
Jenni Gadsby, Social Care Inspector

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