

SC032496

Trafford Borough Council

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is operated by a local authority. The home may provide care and accommodation for up to six children or young people who may have emotional and/or behavioural difficulties. The home uses the 'No Wrong Door' model and offers outreach support. At the time of the visit, two children were living at the home.

The manager registered with Ofsted in April 2017.

Inspection date: 25 February 2021

This monitoring visit

This monitoring visit took place due to Ofsted receiving a number of safeguarding notifications. This visit included a blend of on- and off-site activity. Children, parents and professionals were spoken to as part of the visit.

The home has been using the 'No Wrong Door' model since October 2019. Two children currently live in the home. A number of children have moved in and out of the home on a short-term emergency basis since the change in registration. No more than four children have lived in the home in this period.

Some children have made progress since moving to the home. One child said that staff 'do all they can to keep me safe'. The inspector viewed positive interactions between her and staff throughout the visit.

Managers have reviewed the potential impact of children moving into the home. On several occasions, they have identified that the risks would be difficult to manage due to being poorly matched with the children already placed. However, children have still moved in on an emergency basis. As a result, safeguarding incidents have occurred between the children.

Risk management plans are detailed and followed by staff. Staff record and report any safeguarding concerns. A multi-agency response is also quickly implemented. However, on occasions, staff have not stayed up to support night staff when children are unsettled. This has put children at risk.

Due to current COVID-19 (coronavirus) guidance, the manager has been working from home. This has had a impact on communication and consistency for children. Staff are experienced and knowledgeable, but morale in the team is low. Staff sickness has also led to the increased use of agency staff.

Managers are working hard to maintain oversight from a distance. This has not always been possible, and there have been a number of shortfalls. Ofsted has not always been informed of serious incidents. This reduces the regulator's oversight. Bedrooms are tidied but not consistently, which may also be a result of the lack of leadership at the home. Although staff have been promoted and have worked hard to lead others, some staff do not feel supported.

On one occasion when staff were required to use physical intervention to prevent further harm, the manager reviewed the incident record but failed to recognise that staff involved had not been trained. Positively, further work was completed with staff to improve de-escalation techniques.

Children have alleged that they have been bullied by other children. Although the response to this risk has been quick, it has not always been appropriate. Children who have alleged that they have been bullied have moved out for their own protection. This could further empower the child who has been bullying others.

One child spends a lot of time at her boyfriend's house without agreement. Staff work closely with the police to ensure that she is safe. Staff go to see her on a daily basis and encourage her to come home. Although there remains an element of risk, this has reduced in comparison to when she was previously missing from home.

Managers plan to relaunch the 'No Wrong Door' model by modelling practice from other authorities that have been successful. One social worker said, 'The police officer attached has been a great resource. She has assisted in managing risks and reporting any concerns.'

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/09/2019	Full	Good
05/09/2018	Full	Good
26/06/2017	Full	Good
26/10/2016	Full	Good

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 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; manage relationships between children to prevent them from harming each other; take effective action whenever there is a serious concern about a child's welfare. (Regulation 12 (1) (2)(a)(i)(iv)) This also relates to staff supporting waking night staff if necessary, to prevent children from being at risk from each other. This also relates to managers carefully considering the impact of decisions in relation to managing bullying between children.	30 April 2021
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to—	30 April 2021

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 has sufficient staff to provide care for each child; ensure that the home's workforce provides continuity of care to each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. Regulation 13 (1)(b) (2)(a)(b)(c)(d)(e)(h)) This relates specifically to ensuring that if COVID-19 has an impact on leadership, there is a manager in charge of the day-to-day running of the home. This relates also to managers ensuring that effective communication takes place within the team to improve consistency for children.	
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. (Regulation 14 (1)(a)(b)) This relates specifically to ensuring that children only move into the home when it is assessed that their needs can be met.	30 April 2021
The quality and purpose of care standard is that children receive care from staff who—	30 April 2021

understand the children's home's overall aims and the outcomes it seeks to achieve for children. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— provide to children living in the home the physical necessities they need in order to live there comfortably. (Regulation 6 (1)(a) (2)(b)(vii)) This relates specifically to ensuring that children's bedrooms are regularly cleaned and tidied.	
The registered person must notify HMCI and each other relevant person without delay if— an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(b)(e))	30 April 2021

Recommendations

- The registered person must review the use of control, discipline and restraint to identify effective practice and respond promptly where any issues or trends of concern emerge. The review should provide the opportunity for amending practice to ensure it meets the needs of each child. ('Guide to the children's homes regulations including the quality standards', page 49, paragraph 9.59)

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: SC032496

Provision sub-type: Children's home

Registered provider: Trafford Borough Council

Registered provider address: Trafford Council, Town Hall, Talbot Road,
Manchester, Trafford M32 0TH

Responsible individual: Sally Rimmer

Registered manager: Alicia Cooper

Inspectors

Sylvia Eboigbe, Social Care Inspector
Pam Nuckley, Social Care Inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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