

# SC034851

Registered provider: Rochdale Borough Council

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

A local authority operates this home. The home is registered to provide care for up to five children who may have social and emotional difficulties.

Two children were living in this home at the time of the inspection.

An interim manager is in place who is not yet registered with Ofsted.

### Inspection dates: 29 and 30 April 2025

|                                                                                           |             |
|-------------------------------------------------------------------------------------------|-------------|
| <b>Overall experiences and progress of children and young people, taking into account</b> | <b>good</b> |
|-------------------------------------------------------------------------------------------|-------------|

|                                                             |      |
|-------------------------------------------------------------|------|
| 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:** 7 May 2024

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement            |
|-----------------|-----------------|---------------------------------|
| 07/05/2024      | Full            | Good                            |
| 05/07/2023      | Full            | Good                            |
| 07/06/2022      | Full            | Inadequate                      |
| 21/02/2022      | Full            | Requires improvement to be good |

## Inspection judgements

### **Overall experiences and progress of children and young people: good**

Children experience warm and nurturing care from staff who are committed to supporting them through complex and often challenging circumstances. Staff help children maintain positive relationships with their families. This helps maintain their sense of belonging and identity.

Advocacy for individual children is clear. Staff invited an independent reviewing officer to visit a child and accessed independent advocacy for them when they wanted support to influence their care plan.

Transitions are managed positively. Two children have moved out of the home, back to family or to semi-independence after long-term placements. The moves were planned and well supported. Staff have maintained contact with the children to support continuity in relationships.

Staff show strong commitment, resilience and dedication in caring for children with complex needs and behaviours. This has helped to ensure that children have been able to experience stability and consistency in care.

Children have fun with staff. They go to the gym and take part in other community activities. They have had holidays away with staff and more are planned for the summer.

One child's school attendance has declined significantly, which will affect their academic achievement and the opportunity to socialise with their peers. Staff are collaborating with the child's school to develop supportive measures to help improve attendance. This has not yet been effective.

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

Children are protected from harm because staff identify and manage known risks to children. Social workers and an independent reviewing officer say that staff work well with external professionals and children.

Risks are well understood and clearly documented. Staff receive training that is specific to the needs of the children, including managing self-harm and other complex behaviours. Staff also benefit from regular input and support from child and adolescent mental health services, who offer consultation and give staff the opportunity to reflect.

The designated safeguarding officer confirmed that allegations have been managed appropriately. Staff are clear about their roles and responsibilities relating to the whistle-blowing policy. This ensures that children and staff are protected from potential harm.

Staff ensure high levels of supervision to keep children safe and protected from harm. When children pose a risk to themselves, staff work with healthcare professionals to keep children safe. Since the last inspection there have been more use of physical interventions, some of which have been sustained. These holds have been to keep children safe. Children are offered the opportunity to talk to the manager following incidents so that they can reflect on what has happened. However, inconsistency in the recording and follow-up after the use of restraint reduces the opportunity to learn from incidents and improve practice.

Children have been exposed to situations when other children have been upset. This has been distressing to children. Staff have sometimes not been able to give the attention they would wish to children as they have had to focus on safeguarding incidents.

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

The home does not have a registered manager in post. An interim manager is in place. It is anticipated that a new permanent manager will start working at the home soon. The changes have had an impact on the staff team, some of whom have said the changes in the management team have left them feeling 'rudderless' and with a lack of clear direction. Staff have expressed concerns about not feeling fully equipped to manage the complex behaviours some children present with.

Leaders and managers show a clear commitment to improving outcomes for children. There has been sustained effort to secure appropriate next steps for children where it has been identified that this home cannot fully meet their needs. This has included regular engagement with commissioners to identify suitable placements. This shows determination to ensure children's long-term needs are prioritised.

Families and professionals say they have strong and effective communication with both the staff team and the manager. Staff also say they feel supported by the manager, particularly in relation to managing incidents and responding to challenging behaviour.

The manager has provided regular supervision to staff and has started to put in place new systems to support with organisation and consistency. It will take time for these ideas to embed and influence staff practice and morale.

## 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    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <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>support each child's learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study;</p> <p>understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers;</p> <p>help each child to understand the importance and value of education, learning, training and employment.<br/>(Regulation 8 (1) (2)(a)(i)(ii)(iii)(iv))</p> <p>In particular, that staff understand any barriers to education and support children to attend regularly.</p> | 27 May 2025 |
| <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 27 May 2025 |

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| <p>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;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home.<br/>(Regulation 13 (1)(a)(b) (2)(a)(c)(h))</p> <p>In particular, that incidents are evaluated with scrutiny, taking into consideration any learning outcomes that can be implemented in children's risk management plans or to support the development of staff.</p> <p>The manager must ensure that staff offer consistency of care to children and receive appropriate training to support them to meet children's needs.</p>                                                                                                                          |                    |
| <p>The registered person must ensure that—</p> <p>the effectiveness and any consequences of the use of the measure;</p> <p>within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")—</p> <p>has spoken to the user about the measure; and</p> <p>has signed the record to confirm it is accurate; and</p> <p>within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure.<br/>(Regulation 35 (3)(a)(vi)(b)(i)(ii)(c))</p> <p>In particular, ensure that incidents of restraint are evaluated with scrutiny, that staff involved in the restraint have the opportunity for a debrief, and consider any learning outcomes that can be implemented in children's risk management plans or to support the development of staff.</p> | <p>27 May 2025</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:** SC034851

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

**Registered provider:** Rochdale Borough Council

**Registered provider address:** Rochdale Metropolitan Borough Council, Number One Riverside, Smith Street, Rochdale OL16 1XL

**Responsible individual:** Abu Siddique

**Registered manager:** post vacant

## Inspector

Cathy Wilkins, Social Care Inspector



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