

1234317

Registered provider: Your Chapter Limited

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

A private company owns and operates the home, offering short- to medium-term care for up to six children aged from 11 to 17 years. The children may have experienced trauma and exploitation and may also have emotional and/or social difficulties.

The home has a registered manager; however, he was absent from work at the time of the inspection. There is an interim manager overseeing the day-to-day management of the home. There were four children living at the home at the time of the inspection.

Inspection date: 18 October 2022

Date of last inspection: 10 May 2022

Judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Information about this inspection

At this inspection, the inspector evaluated:

- the care of children
- the safety of children
- the effectiveness of leaders and managers.

Inspectors have looked closely at the experiences and progress of children, using the social care common inspection framework. This assurance 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'.

Findings from the inspection

We identified the following serious and/or widespread concerns in relation to the care or protection of children at this assurance inspection:

- There is a failure to assess known risks to children. Risk assessments do not clearly identify children's needs and vulnerabilities, nor do they provide guidance for staff to follow.
- Leaders and managers have failed to ensure that thorough impact risk assessments have taken place for children.
- There is a failure to highlight and discuss children's known risks in staff supervision sessions and in team meetings.
- Leaders and managers have failed to take quick action to address shortfalls identified by the independent visitor.

The care of children

Managers do not make well-considered decisions when new children move into the home. Compatibility risk assessments lack detail and evaluation. As a result, the manager has offered placements to children without identifying and assessing their full range of needs.

When new admissions to the home are made, these are chaotic and poorly managed. Children have quickly influenced each other, and incidents have increased. The manager's failure to assess the needs of each child prior to admission has resulted in additional disruption in the home.

Children have moved into the home during a period when other children are experiencing crises and are unsettled. The planning for admissions has lacked consideration towards staff capacity to meet the children's needs. Additionally, there is a worrying lack of consideration given to risk management. Fundamentally, these issues undermine the positive attributes of care that children experience in the home.

More positively, the manager has made a significant effort to create a comfortable and homely environment for children to live in. Framed photos of children are present throughout the home. Children's bedrooms are personalised to reflect the child's interests. Because of this, children are more likely to feel valued.

Staff encourage children to pursue their interests and hobbies. Children enjoy accessing various activities in their local community. These efforts create opportunities for relationships to develop. Furthermore, staff are creating opportunities to develop children's self-confidence and interests.

The safety of children

Social workers highlight known risks associated with the children's behaviours in the child's referral information. Despite this, there is a failure to evaluate how staff will manage these risks from the outset of the child moving into the home. This significantly increases the child's vulnerability and the capacity for staff to keep children safer.

There is a failure to consult and involve staff in the referral process. Staff stated that they feel underprepared and ill-equipped to safely care for children when they move into the home. This places a negligible amount of responsibility on staff around risk management. As a result, this has created unnecessary anxiety in the staff team.

The provider has failed to provide access to the children's records for the inspector, independent visitor and staff. This depletes the transparency of the setting. Additionally, and crucially, it prevents staff from learning about the children and adding to the child's records.

Team meetings fail to capitalise on the opportunity to enhance the team's ability to manage children's known risks. The manager has missed the opportunity for collective input and shared responsibility around the children's care.

The effectiveness of leaders and managers

There is a failure to maintain a transparent and open dialogue with the regulator. Despite the responsible individual having concern over the manager's performance, they failed to communicate their concern to the inspector prior to the manager's registration interview with Ofsted. This evidenced a failure to halt perceived poor practice, consequently undermining children's progress at the home.

Probation staff do not receive frequent supervision, as highlighted in the home's statement of purpose. When probation staff do receive supervision, there is no record of discussion around safeguarding children. Supervision sessions fail to enhance staff development or promote any sense of accountability.

The independent visitor's reports are thorough and insightful. However, there is a failure to act on and challenge the independent visitor's findings. This undermines the independent visitor's role, at times misrepresents the home and, most significantly, increases the risk of harm to children.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/05/2022	Full	Requires improvement to be good
06/01/2022	Interim	Declined in effectiveness
25/05/2021	Full	Requires improvement to be good
03/02/2020	Full	Inadequate

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
<p>*The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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;</p> <p>help each child to understand how to keep safe;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; and</p> <p>take effective action whenever there is a serious concern about a child's welfare;</p> <p>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)(i)(ii)(iii)(iv)(v)(vi)(vii)(b))</p>	4 December 2022
<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>	4 December 2022

<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>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 work as a team where appropriate;</p> <p>ensure that the home’s workforce provides continuity of care to 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>research and developments in relation to the ways in which the needs of children are best met; and</p> <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)(a)(b)(e)(f)(g)(i)(h))</p>	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children’s home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>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;</p> <p>that arrangements are in place to—</p>	<p>4 December 2022</p>

ensure the effective induction of each child into the home. (Regulation 14 (1)(a)(b) (2)(a)(b)(i))	
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*These requirements are subject to a compliance notice.

Children's home details

Unique reference number: 1234317

Provision sub-type: Children's home

Registered provider: Your Chapter Limited

Registered provider address: 3 Hobart House, Oakwater Drive, Cheadle Royal Business Park, Cheadle, Cheshire SK8 3SR

Responsible individual: Karen Brougham

Registered manager: Sabur Khan

Inspector

Steve Guirey, Social Care Inspector

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