

SC403789

Registered provider: Cove Care Residential Limited

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is privately owned. It provides care for up to four children who may have a combination of mental health, psychological, emotional and complex care needs.

The registered manager has recently left. Another manager, who works part time, has been sharing managerial responsibilities with the registered manager. This manager has yet to apply to register with Ofsted. Given the recent departure of the registered manager, senior managers in the organisation are reviewing the management arrangements in place. Until resolved, the part-time manager is being supported by the responsible individual.

Inspection date: 21 March 2023

Date of last inspection: 14 June 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 did not identify any serious or widespread concerns in relation to the care or protection of children at this assurance inspection.

The care of children

At the time of the inspection, three children were living at the home. One child has moved on since the last full inspection. She received good support and moved on to live with foster carers in line with her wishes and needs.

Children develop some positive relationships with staff. If they get into difficulty in the community, they contact staff for help. This shows that children are developing some trust in the adults who care for them.

Children have access to the organisation's clinical practitioner. Engagement from children is sporadic. However, one child is now receiving help to understand their life story. Children are supported by staff to attend appointments to address health concerns. However, they do not always attend routine appointments and staff continue to encourage them to do so.

Staff support children to maintain links with their family and friends. As a result, children keep in touch with the people who are important to them.

Some aspects of the home environment have improved. For example, some areas have been redecorated and two children's bedrooms are personalised. Bedroom furniture has been purchased but not yet assembled. The pace of the work is slow, given that a requirement about the home environment was raised at the last inspection. Further work is needed to ensure that the environment is clean and homely throughout.

Managers and staff do not keep abreast of children's progress with their learning and school attendance. In addition, children are not in good routines and are often late for school. When they do not attend, children sometimes engage in educational activity, but this is not consistently so. Children have aspirations for their future; however, they are not clear on the steps they need to take to achieve these.

More positively, when a child raised concerns about his experiences at school, staff listened. Managers liaised with relevant professionals and an alternative education provision was identified.

The safety of children

Children's risks are kept under review and their individual risk assessments are up to date. These documents set out guidance for staff to follow.

Overall, staff take appropriate action when incidents of concern occur. For example, when a child went missing from home, staff searched the local area and tried to contact the child and some of his friends. They reported him missing in line with his risk assessment. Follow-up work was carried out, which helped the child to understand the importance of staying in touch with staff and ensuring that they know where he is. The child is now able to spend time with friends overnight and has not been missing from home since November 2022.

Staff educate children on risks they may face when out in the community and how to use the internet safely. This helps to keep children safe.

Although children receive some rewards and consequences to help promote positive behaviour, these are not always effective and implemented consistently by staff. For example, a child did not receive a consequence and appropriate support in response to a potentially serious incident. Children have not always received appropriate help to understand the impact of their behaviour on themselves and others.

New systems have been implemented to help staff improve the quality of record-keeping when they administer medication to children.

Previously identified shortfalls in safer recruitment procedures have been addressed. This helps to reduce the risk of children being cared for by unsuitable adults.

The effectiveness of leaders and managers

In November 2022, the registered manager returned to manage the home on a part-time basis after a long-term period of absence. Prior to her return, an interim manager was in day-to-day charge of the home. From November 2022, the registered manager shared the role with another manager, who also works part time. This manager has not yet applied to register with Ofsted; however, she is aware of her responsibility to do so. A requirement to address this shortfall is raised.

Inconsistent management arrangements have contributed to a lack of progress in meeting some of the requirements raised at the last inspection and developing the quality of care provided to children.

The responsible individual has not been overseeing the management of the home effectively, which also contributes to the slow progress made. An operations director has been appointed who will support the responsible individual to ensure that she has the capacity to carry out her role effectively.

Internal and external monitoring systems are not strong and do not support the development of the service. For example, training records for staff are not clear, which makes it difficult to review what training staff have completed and what they need to do. Managers are aware of an issue with regards to this and are in the process of addressing it.

The independent visitor provides monthly reports on the service following visits to the home. While some recommendations are raised, the visitor readily accepts that matters are being actioned. However, this is not always the case or action is not taken by managers in a timely way. This limits the effectiveness of this monitoring activity and does not fully support improvement.

Staff do not receive regular supervision or an annual appraisal. This was raised as a concern at the last inspection and has not been addressed. Consequently, staff still do not have the opportunity to reflect fully on their practice and development.

Although the manager has updated the home's statement of purpose, some information relates to a template and the text is not relevant to this home. In addition, some information is missing. For example, the document does not set out the number of children the home is registered to provide care for, nor does it include the qualifications for clinical staff who provide support to staff and children.

The home's statement of purpose states that the home works in partnership with an education provider to offer accredited learning modules for children in a range of subjects. However, the manager and responsible individual accept that these modules are not delivered. These shortfalls do not fully support children to reach their potential. Furthermore, managers and staff are not providing support and services to children as outlined in the home's statement of purpose.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/06/2022	Full	Requires improvement to be good
08/09/2021	Full	Good
12/02/2020	Interim	Improved effectiveness
03/09/2019	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, 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 quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>meet the needs of each child. (Regulation 6 (1)(a)(b) (2)(c)(i))</p> <p>This requirement was raised at the last inspection and is repeated.</p>	30 May 2023
<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>maintain regular contact with each child's education and training provider, including engaging with the provider and the placing authority to support the child's education and training and to maximise the child's achievement;</p>	30 April 2023

<p>help each child to attend education or training in accordance with the expectations in the child's relevant plans. (Regulation 8 (1) (2)(a)(i)(vi)(x))</p> <p>In particular, ensure that managers and staff understand children's academic progress and attendance and liaise with children's teachers and placing authority to provide additional support as necessary.</p> <p>This requirement was raised at the last inspection and is repeated.</p>	
<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.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</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) (2)(a)(iii)(v))</p> <p>In particular, ensure that follow-up work is carried out with children about behaviours that cause concern.</p>	<p>30 April 2023</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>30 May 2023</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)(c)(h))</p> <p>This requirement was raised at the last inspection and has been repeated.</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. (Regulation 13 (1)(a)(b) (2)(c))</p> <p>In particular, ensure that the person with day-to-day management responsibilities for the home applies to register with Ofsted.</p>	30 April 2023
<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>The registered person must—</p> <p>notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (1) (3)(b))</p>	30 April 2023
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience; and</p> <p>have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(b)(c))</p> <p>This requirement was raised at the last inspection and is repeated.</p>	30 May 2023
<p>A responsible individual must—</p>	30 May 2023

have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated.
(Regulation 26 (7)(b))

Children's home details

Unique reference number: SC403789

Provision sub-type: Children's home

Registered provider: Cove Care Residential Limited

Registered provider address: 16 Waterloo Road, Wolverhampton, West Midlands
WV1 4BL

Responsible individual: Rachel Oliver

Registered manager: Post vacant

Inspectors

Jackie Line, Social Care Inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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Textphone: 0161 618 8524
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