

Inspection handbook: residential family centres

Guidance for the inspection of residential family centres

This guidance is designed to assist inspectors from the Office for Standards in Education, Children's Services and Skills (Ofsted) when conducting inspections of residential family centres from 1 June 2016. It should be read in conjunction with 'Inspection of residential family centres: framework for inspection'.

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361

Contents

Introduction	3
Section 1: Scheduling and team deployment	3
Section 2: Pre-inspection activity	6
Section 3: Underlying principles of inspection activity	9
Section 4: Inspection activity and gathering evidence	10
Section 5: Residential family centres that are judged inadequate	22
Section 6: Monitoring visits	23
Section 7: Supplementary guidance	31
Annex A. Request for information at an inspection	34
Annex B. The content of the inspection report	36
Annex C. Inspecting residential family centres where there are no families living there	41
Annex D: Inspecting residential family centres where there is no manager or interim management arrangements are in place	42
Annex E. The implications of the Equality Act 2010	47
Annex F. Incomplete inspections	48
Annex G. Assessing financial viability	49
Annex H. Management of notifications	50
Annex I: Checks on responsible individuals	54
Annex J: Reporting concerns about the administration and management of controlled drugs	56
Annex K: E-safety information to use in children’s social care inspections	57

Introduction

1. This guidance is designed to assist inspectors from the Office for Standards in Education, Children's Services and Skills (Ofsted) when conducting inspections of residential family centres in England. Residential family centre providers can use the guidance to see how inspections are conducted.
2. This guidance should be read alongside 'Inspections of residential family centres: the framework for inspection'.
3. The guidance applies to the inspection of all residential family centres. With this guidance we want to achieve inspection of the highest quality, balancing consistency with flexibility to respond to individual circumstances of each centre. As such, it is not a set of inflexible rules, but guidance on the procedures normally governing inspection.

Section 1: Scheduling and team deployment

4. Inspections of residential family centres are unannounced.
5. We have a duty to inspect residential family centres once during every three-year inspection cycle.¹
6. The scheduling of inspections takes account of:
 - previous inspection findings
 - complaints and concerns about the service
 - notifications from the residential family centre
 - the contents of monitoring reports provided to Ofsted by residential family centres under regulations 23, 25 and 26 of the Residential Family Centres Regulations 2002 (as amended).
7. During an inspection of a residential family centre, an inspector will usually spend a maximum of two and a half days on site.
8. The number of inspectors involved on site will be based on:
 - a risk assessment that will consider previous inspection judgements, notifications and any other serious incidents
 - the number of families accommodated.

¹ The Her Majesty's Chief Inspector of Education, Children's Services and Skills (Fees and Frequency of Inspections) (Children's Homes etc.) Regulations 2015; www.legislation.gov.uk/uksi/2015/551/contents/made.

9. The inspector and regulatory inspection manager will determine how best to allocate resources through the additional days on site and/or additional inspectors. In these cases, the inspector will request resources from their line manager, either at the beginning of the inspection year or as part of the planning later in the year if a significant event occurs. Usually where a residential family centre accommodates more than eight families, another inspector will be involved in the inspection or the inspector will spend additional time on site.
10. If there are no families in placement in the residential family centre, inspectors will follow the guidance in Annex B.

Deferrals

11. Inspections will not normally be deferred. If on arrival it is found that there is an absence or unavailability of key staff or there are accommodation issues, this will not constitute reasons for deferral.
12. Deferrals are made only where there is a strong reason for supposing that if the inspection went ahead it might place people at risk or if the ability to gather secure evidence is severely restricted. Such conditions might be:
 - serious weather conditions making access to sites for inspectors, families and staff difficult and/or dangerous
 - a serious incident, where the presence of an inspector would impact adversely on the safety and well-being of children and parents at the residential family centre.
13. Deferrals are agreed by the regulatory inspection manager.

Timeframe

14. The timeframe for a full inspection in working days, is:

Day	Full inspection activity
1	Preparation
2	Site visit
3	Site visit
4	Site visit (half day)
5	Drafting report
6–9	Inspection evidence and report (toolkit) submitted for quality assurance
14	Report sent to the registered provider for any comments on factual accuracy, within 10 working days of the end of the inspection
19	Provider returns the draft report within five working days with any comments on factual accuracy
24	The final report will be published on the Ofsted website within 25 working days of the end of the inspection

15. The timeframe for monitoring inspections (in working days) is:

Day	Monitoring inspection activity
1	Preparation/site visit
2	Site visit/drafting report (the inspector may be on-site for more than one day depending on the nature of the concerns)
3–6	Inspection evidence and report submitted for quality assurance
7	Report sent to the registered provider for any comments on factual accuracy, within five working days of the end of the inspection
12	Provider returns the report within five working days with any comments on the factual accuracy
17	The final report will be published on the Ofsted website within 10 working days of the end of the inspection

Section 2: Pre-inspection activity

16. Pre-inspection analysis and planning are an important part of all inspections. Inspectors are allocated one day to prepare for an inspection, including a review of the relevant information we already hold about the residential family centre. This time should be used to review the information held by Ofsted and to ensure that the fieldwork is properly focused and used to best effect in collecting first-hand evidence.
17. Inspectors will look at the information that Ofsted already holds about the service, which includes:
 - previous inspection reports
 - completed questionnaires from parents, staff, social workers and commissioners, and partner agencies
 - the residential family centre's statement of purpose
 - any concerns and complaints received
 - notifications of significant events
 - reports of monthly visits received under regulation 25
 - quality assurance reports received under regulation 23
 - any changes to registration, including change of manager or responsible individual
 - any enforcement activity within the last inspection year.
18. Some of this information is drawn together in the provider information portal (PIP).²
19. Inspectors will read the centre's statement of purpose to prepare lines of enquiry to evaluate whether the care provided and the ethos is consistent with the aims set out in this document. This will always be a line of enquiry.
20. In addition the inspector should always familiarise themselves with the relevant background and context information, such as the most recent inspection of the local authority and review of the Local Safeguarding Children Board where the centre is situated. The published reports are available on the Ofsted website.
21. If information has been received, which indicates potential non-compliance with regulatory requirements, Ofsted will investigate and may decide to do so at inspection. In these cases, the concern will become a line of enquiry for the inspection. The inspector will outline the concern to the residential family centre

² Ofsted's provider information portal provides a summary report of the centre's regulatory and inspection history.

manager at the beginning of the inspection. Annex D contains guidance on how inspectors will report on compliance issues that have been investigated during an inspection.

22. The inspector will analyse the available evidence and information and must record their planning notes on Office Base.
23. The plan for the inspection will identify lines of enquiry, any areas of apparent weakness or significant strength, or areas where further evidence needs to be gathered. The focus of the inspection may change during its course as further evidence emerges.

Regulation 23 and 25 reports³

24. Inspectors must regularly review regulation 23 reports, notifications and regulation 25 reports. This is important regulatory activity. Inspectors must focus on both the **content** of the reports and notifications and their **quality** to ensure that there is effective monitoring of the centre, which supports ongoing and overall improvement to the assessments undertaken and, the care support and guidance provided.
25. Information from any of these sources may result in:
 - further activity, such as speaking to the registered manager or provider or other key stakeholders
 - rescheduling of inspections based on either identified concerns within reports and/or notifications or based on a failure to submit reports or notifications
 - lines of enquiry for the next inspection happening in the residential family centre, including the:
 - management of issues and concerns
 - quality and effectiveness of leadership,
 - oversight concerning the care and support of children and parents
 - timeliness of notifications to Ofsted and other parties
 - any emerging lines of enquiry must be noted in Office Base and inform pre-inspection planning.

³ Regulation 25 requires that the provider arranges for a person to visit the residential family centre at least once a month and this may be unannounced. The regulation also requires the visitor to complete a report and provide a copy to Her Majesty's Chief Inspector (HMCI). Ofsted therefore requires the person to send the report to Ofsted before the end of each month that follows the month of in which the visit took place. For example if the visit was conducted in July, the report should be sent to Ofsted before the end of August. This requirement still applies when there are no children and parents accommodated at the centre.

26. Where inspectors identify issues that give them cause for concern about the welfare of children and parents they will always pursue these issues to satisfy themselves that all has been done to help and protect children and, where appropriate, their parents. If notifications are incomplete or, raise concerns about the safety or welfare of a child or parent, the inspector will contact the residential family centre to gain more information. The registered provider and manager and, staff must follow the statutory guidance outlined in 'Working Together to Safeguard Children 2015'.⁴
27. If the inspector has any concern about the practice of either the placing local authority or the host local authority, this will be managed in line with the published policy Management of Cross-remit concerns about children's welfare. The Director of Children's Services (DCS) will be notified immediately of any concerns so they can review the situation. This information will also inform any forthcoming local authority inspection.
28. Inspectors will always monitor closely whether Ofsted is informed of the outcome of any child protection enquiry in line with regulations and statutory guidance. Where this has not been received within a reasonable timescale, the inspector will contact the residential family centre. Inspectors will always follow up any failure to notify Ofsted of the outcome.
29. Regulations 23 and 25 reports can be submitted online at https://ofstedonline.ofsted.gov.uk/ofsted/ofsted_scheduled_notification.ofml. This is the most secure, and our preferred, method of receiving notifications. Regulations 23 and 25 reports can also be emailed to enquiries@ofsted.gov.uk. However, information transmitted by email is not by secure link; providers should remain aware of the associated risks while operating within the information guidelines of their own organisation. Providers must include Ofsted's unique reference number (URN) and the date on which the visit occurred on the report and submit reports to the Document Handling Manager
30. If providers are unable to submit these reports online then they can posted to:

Document Handling Centre Manager
Ofsted
National Business Unit
PO Box 4317
Manchester
M61 0AW

⁴ 'Working Together to safeguard children', DfE, 2015 www.gov.uk/government/publications/working-together-to-safeguard-children.

Gathering the views of parents, staff and other interested parties

31. The views of parents, staff and other interested parties, such as placing social workers and court officials, inform lines of enquiry for each inspection and are an important part of inspection evidence. Children's views will be sought and included where appropriate during the inspection.
32. Ofsted sends an email to the residential family centre at a point in time each year. This includes a set of links to online questionnaires for different audience types (such as parents, staff and other interested parties). If Ofsted does not hold an email address, the centre will be sent the links by post to distribute. Paper copies for parents will be available on request.
33. Inspectors will use the responses to the questionnaires to inform their planning of an inspection and may be a reason why an inspection is brought forward.
34. Where there are no questionnaire responses for a residential family centre, this is likely to inform a line of enquiry for the inspection. Equally, where parents have submitted their views but have since moved from the centre their views and experiences are still considered as relevant lines of enquiry for the inspection.

Section 3: Underlying principles of inspection activity

35. The underlying principles of inspecting a residential family centre are as listed below.
 - Ofsted needs to ensure that at every residential family centre, children and parents are safe, that the assessment is thorough, balanced and child focused, the care and support children and parents receive promotes positive experiences and the centre is well managed.
 - If we think that practice could be improved, we will make a recommendation and where we can evidence that a regulation has not been met we will raise a requirement. The extent to which requirements influence judgements will vary dependent on the impact on the safety and welfare of children and parents.
 - Professional judgement does not equate to inspector preference. During an inspection, inspectors will want to hear and understand from providers and managers about how their assessment, care and support, systems and processes support children and parents to have positive experiences.
 - 'No surprises' – inspectors will keep leaders and managers fully informed about any emerging issues during the inspection so that there is an opportunity to have a professional dialogue about any issues identified.
 - 'One size does not fit all' – in some residential family centres, grade criteria will have different relevance depending on the needs of children and parents that are accommodated and the purpose and function of the centre.

- 'Experiences matter' – inspectors need to understand from providers how they know that they are making a difference to children and parents' lives, how they know that the quality of their experience is positive and their assessments are undertaken fairly and thoroughly.
36. All inspection judgements will be underpinned by robust quality assurance that both supports and challenges the inspector's professional judgement.
37. The content of the statement of purpose will be a key line of enquiry throughout the inspection. In particular, the inspector will want to evaluate the extent to which:
- the manager and staff understand the principles of the residential family centre
 - staff have appropriate training (including at induction), qualifications and experience to assess parents' capacity to look after their children and, care for and support children and parents while they remain at the residential family centre
 - the admissions policy, as defined in the statement of purpose, is consistent with practice.

Section 4: Inspection activity and gathering evidence

38. At the start of the inspection, the inspector will confirm their identity by producing their Ofsted inspector authorisation and identification card and identity badge. It is not necessary to carry paper copies of their Disclosure and Barring Service (DBS)⁵ checks.
39. The inspector will always meet with the manager/person in charge at the beginning of the inspection to:
- outline the plan for the inspection and confirm whether it is a full inspection or a monitoring visit.
 - make arrangements to interview the registered manager (where available and if not will try to speak to the registered provider) during the course of the inspection. If the registered manager is not available and the registered provider is not able to attend the inspection, the provider should identify someone who is to be their representative during the inspection.
 - outline any lines of enquiry for the inspection, including those generated by reading of the statement of purpose.
 - provide the person in charge with the opportunity to share any current information or personal issues relating to any of the children or parents living at the centre that the inspector needs to be aware of during the

⁵ Disclosure and Barring Service previously known as the Criminal Records Bureau (CRB).

inspection; for example a recent significant incident or a family that is new to the centre.

- ensure that Ofsted holds the correct details on Office Base, including the email address and contact telephone numbers for the manager, registered provider and/or responsible individual, any other partners, or directors or trustees. See Annex A.⁶
- ensure that Ofsted holds records of the latest qualification of the registered manager or progress made on any qualifications being undertaken.
- arrange the approximate time that verbal feedback will be given and who is to receive this. Feedback will normally be given to the registered manager or senior member of staff present and the representative of the registered provider. Additional senior staff linked to the centre may also attend at the discretion of the inspector if agreed in advance.

Information about Annex A

40. At the start of an inspection, inspectors will give the manager or person in charge a copy of Annex A of the inspection handbook and agree when the information will be available. This information is requested under section 31 of the Care Standards Act 2000.
41. The information will support the inspection process, inform the inspection findings and may generate supplementary lines of enquiry.
42. Providers can download a copy and keep this updated in preparation for their full inspection and send this electronically to the inspector during the inspection. Some of the information will be stored by Ofsted as inspection evidence. No personal data about children or parents will be stored.

Specific lines of enquiry from Annex A

43. Inspectors will use information from the completed Annex A to generate lines of enquiry about the safety and welfare of children and parents. Specifically, inspectors will:
 - use the information to contact appropriate stakeholders
 - review details of any child or adult protection concern investigated
 - consider how any surveillance methods used keep children safe and assist form part of the assessment undertaken

⁶ Regulations clearly state the information that must be notified to Ofsted and failure to do so is a breach of regulations and likely to result in a requirement. It is a breach of regulations if we have not been informed about changes to the registered persons. The inspector will make a requirement if there has been such a breach.

- any trends or issues arising from data about how the centre operated in the past year, including a comparison with the previous year's data.
44. Where a local authority or other agency has not fulfilled their statutory duties, or met the family's needs as identified in their care plan, the inspector should evaluate the action the manager and provider have taken. Where an inspector is concerned that a local authority has not fulfilled their statutory duties inspectors should inform the Senior Social Care HMI who has responsibility for that local authority.

Evaluating the experiences of children and parents

45. The core inspection activities are to evaluate the experiences of children and parents; these will be largely derived from case tracking activities. Where numbers allow in small centres the inspector will look at a minimum of two cases; in larger centres the inspector will look at a greater sample of files depending on the number of families accommodated at the time of inspection.⁷ This will usually include:
- any family that has recently arrived at the centre
 - any family whose home is a long way from the centre
 - any family who is nearing completion of their assessment
 - the last court report for a family who has been assessed by the centre.⁸
46. Inspectors will also evaluate the management of a recent incident (where relevant) so they can understand how the staff team respond to complex and difficult circumstances and whether the actions and responses of leaders, managers and staff are focused on promoting and safeguarding the welfare of children and parents.
47. In assessing the quality of assessment, care, guidance and support provided, the lines of enquiry are likely to include:
- the quality of individualised care provided and the information and impact of the centre on how this affects children and parents' experiences
 - the quality of relationships between staff and the children and parents
 - how well the centre supports parents to be able to demonstrate their parenting skills
 - how well children and parents' views are understood and taken into account
 - the quality of assessment, including safeguarding, child protection and the parents' capacity to change

⁷ Small centres are considered those with four or less families, large centres are considered those that accommodate more than four families.

⁸ For further information on case tracking please see paragraphs 49 and 50.

- referral information, pre-admission assessments, court directions, the core assessment, placement plan reports
 - parents' access to and contribution towards their placement plan
 - how a family's healthcare needs are identified and met
 - the quality of the assessments and reports and the impact they make on the lives of children.
48. Inspectors will review in full the last court assessment report which has been submitted and used in court proceedings. This will include a review of how the court and the commissioning local authority viewed the report and used it in making its decision.

Listening and talking to children and parents

49. The views and experiences of children and parents who stay at the residential family centre are central to the inspection and provide key evidence in assessing the effectiveness of the residential family centre.
50. Inspectors will always try to meet with a number of families during the inspection, although in exceptional circumstances this may not be possible. The inspector should talk with parents and children as appropriate.
51. Inspectors will be aware that some parents are children themselves and the inspection will include consideration of how the needs of such individuals are met.
52. Inspectors must take into account any specific individual communication needs. For some children and parents, the inspector may request the assistance of staff who know and understand the person's preferred means of communication.
53. Opportunities to gather views and experiences of children and parents may include:
- talking to families while looking at their accommodation
 - holding structured meetings (generally meetings will be held with one family at a time)
 - having individual conversations
 - joining group activities or sessions where appropriate.
54. Inspectors will demonstrate safe and sensitive practice by:
- advising staff where they will hold conversations with children and parents and who is involved
 - being sensitive to the fact that some children and parents may not want to be involved in the inspection

- explaining to children and parents that we will not include comments that identify them in the inspection report or in feedback to staff working in the residential family centre without their agreement; unless what they say suggests they, or another child or adult, is at risk of harm or is being harmed as such information will always be passed by the inspector to an appropriate person able to take necessary action about that concern
 - ensuring that staff are aware of any arranged meetings with children and parents and that that children and parents may leave meetings at any time.
55. Inspectors will assess how effectively the residential family centre consults with children and parents. This includes how the centre’s managers and staff use observation approaches to understand the impact of the care provided on babies and small children.
56. Inspectors will also consider how children and parents can give feedback and raise concerns about their experience of the centre and what happens as a result.

Observation of key activities

57. As many of the children in residential family centres are babies, the inspector will also gather first-hand evidence of, and gain insight into, how babies and small children experience the centre. The inspector will achieve this by observing parents and their children during play and daily care routines. The inspector will also observe how the children and parents interact with staff and respond to their environment.
58. Inspectors can use the centre’s scheduled activities as opportunities for observing and following lines of enquiry. These activities could include:
- staff handover between shifts
 - meetings with families
 - staff meetings or briefings
 - family group sessions.
59. Inspectors will respect the family’s privacy and the confidentiality of their personal information at all times.

Gathering views from other professionals who work with the residential family centre

60. Inspectors will consult with stakeholders to inform the inspection findings. This will usually be by a telephone call during the inspection but, may take place on site if a professional is visiting the centre. This group may include: representatives of the placing family court(s); social workers, representatives from the Children and Family Court Advisory and Support Service (Cafcass); the police; commissioners from the local authority; the local child protection

service; relevant health and education professionals; and person who visits the centre on behalf of the provider under regulation 25.⁹ Inspectors will ask managers or staff for the relevant contact details via Annex A.

61. Inspectors should always take account of privacy and confidentiality when talking to stakeholders on the telephone during the inspection.

Examination of records, policies and procedures

62. The registration certificate will be examined by the inspector to confirm that the centre operates in line with the conditions on the certificate. The inspector will need to make any changes required on Office Base and this may require issuing a new certificate.
63. Other documents will be examined where it is a line of enquiry for that individual inspection. Inspectors will not routinely examine all policies and procedures. Guidance about assessing financial viability is included in Annex H.
64. Inspectors will focus on the impact of documents and how these work in practice rather than their format. What matters is that they are fit for purpose, and provide sufficient information to staff so that they can assess, care and support children and parents safely and appropriately. Where paper or electronic personnel records are maintained at the centre, the inspector may ask to see those records if they are included within the lines of enquiry for the inspection. Centres can maintain electronic records as long as these meet the requirements of regulation; are appropriately accessible to children and parents if they want to access their records; and staff have access to the information they require to assess, care and support families.
65. Where recruitment records are not maintained at the centre inspectors will look at the centre's list of electronic records that summarise the vetting and recruitment checks for staff. These records could be maintained within checklist or spreadsheet formats. The manager and provider must be able to supply evidence they are satisfied that all staff working at the centre are fit to do so and that recruitment and selection arrangements comply with regulations 16 and 17 of the Residential Family Centre Regulations 2002.
66. Where a provider uses the DBS update service (which allows them to check the status of an individual's DBS certificate) they should have a system in place, which shows how they manage and record details of any re-checks they carry out. If any lines of enquiry require additional information, the inspector may request that a small sample of full personnel records are made available at the inspection visit.

⁹ Visits by the registered provider regulation 25 of The Residential Family Centres Regulations 2002.

67. Where members of staff are subject to TUPE arrangements, we recognise that the new employer is reliant on the previous employer for all recruitment records relating to those staff and, in some instances, may not be able to access all of the information including documents required by the regulations. Where this is the case, it is reasonable to expect that the new employer holds sufficient information to determine the suitability of staff including criminal records checks, vetting records and where there are any gaps in requirements the new employer takes sufficient steps to assure themselves that the person is suitable to work in their role. This would include reference to employment records such as appraisals. If the new employer has any concerns about the individual's practice or gains information that leads them to question the person's suitability to work with children or vulnerable adults, this may necessitate the new employer requesting more information than they currently hold.

Engaging with the registered manager, responsible individual and staff during the inspection

68. An individual interview will always be held with the registered manager or, if they are not available, with the person in charge and a number of other staff. The number will depend on the size of the centre, but will include a sample of permanent and any agency staff working in the centre at the time of inspection.
69. In making plans to interview staff, inspectors should be ready to alter arrangements if staff have to attend to the needs of families.
70. The inspector will always ask to interview the responsible individual where:
- there is no registered manager in post
 - or there are concerns about the quality of assessment, care and support and/or the effectiveness of monitoring arrangements, or the quality of leadership and management of the centre
 - or evidence indicates that the centre is failing to protect child and parents
 - or there are concerns about staffing, the premises or resources to manage and run the provision.
71. The interview with the manager will usually include:
- issues the inspector needs to explore with the manager that have arisen from pre-inspection information/early lines of enquiry
 - a discussion about the ethos of the residential family centre as described in the statement of purpose and any specific lines of enquiry arising
 - their evidence of the effectiveness of the centre on the experiences of families living at the centre and those who have recently left, including how the centre works with individual children and parents to meet their needs appropriately and assess parenting capacity fairly and appropriately

- questions about the theoretical and professional understanding and approach to working with vulnerable children and parents and, assessing parents' capacity to parent and change
 - discussions about how they ensure that assessments are appropriately carried out for each family
 - their knowledge and understanding of the strengths and weaknesses of the centre and plans for future development and how they effectively lead the team and promote a culture of continuous improvement
 - follow-up progress in response to previous requirements and recommendations
 - the quality and effectiveness of practice-related supervision they receive and give to staff
 - challenge and enquiry about the relationship of the centre with other professionals and services
 - any other evidence they may wish to highlight to the inspector.
72. During the inspection, the inspector must share emerging findings about the centre's key strengths and weaknesses with a registered person (usually the registered manager) so that they fully understand the issues being identified. The inspector will usually meet with the registered provider and manager at the end of day one to share emerging findings. The inspector will normally set out for the manager what they intend to consider on the second day of inspection (where relevant) so that the manager can get any specific information or evidence required. The registered person then has the opportunity to direct inspectors to specific evidence where relevant.
73. Shortfalls that could have an immediate impact on the safety of staff, children or parents will be brought to the attention of the manager, or the senior member of staff on duty, as soon as the inspector has identified the problem.
74. Inspectors will want to establish that the monitoring systems in the centre are sufficiently robust to identify any strengths and weaknesses in practice. Inspectors will not spend time routinely counting medication or petty cash, undertaking vehicle checks, checking water temperatures or contents of fridges, freezers and food storage areas unless there is a specific line of enquiry. This would be where evidence suggests that either the welfare of families is not safeguarded or the centre's own monitoring systems are not sufficiently robust.

The use of surveillance

75. The inspector will observe how any surveillance or electronic monitoring is used in the residential family centre, and will discuss this with parents and staff with specific reference to regulation 21A of the Residential Family Centres (Amendment) Regulations (2012) and the Residential family centres national minimum standards (NMS), standard 10.

Imposing requirements and making recommendations

76. The NMS for residential family centres are intended to be qualitative, in that they provide a tool for judging the quality of life experienced by families in the centres and they explain and supplement regulations. Registered persons should have regard to NMS in interpreting and meeting regulations. This may influence the inspection judgement and result in requirements being imposed or recommendations made.

Requirements

77. Residential family centres must meet the regulations. Inspectors will impose requirements when there has been a breach of a regulation.
78. When imposing a requirement, inspectors must ensure that there is sufficient evidence to support the breach and that they are able to show that this is having an impact, or that there is potential for impact, on the quality of assessment, care and support, safety or welfare of the families at the centre. They must generally link the evidence to the regulation in question and triangulate the evidence to support making a requirement.
79. The requirement should refer to the specific regulation and should be sufficiently detailed to ensure that the registered person is clear what they need to do to correct the breach of regulation and a date by which they should complete this.

Recommendations

80. Inspectors will make recommendations to improve practice.
81. In making a recommendation, inspectors should refer to the NMS for residential family centres. They should always provide sufficient detail to ensure that the registered person is clear what they need to do. The relevant part of NMS should be summarised. Inspectors may also make recommendations in relation to other relevant statutory guidance such as 'Working Together' and statutory guidance for children who go missing.
82. If, during an inspection, the registered person rectifies a minor administrative error that has minimal impact on the quality of assessment, care and support of children and parents, an inspector may not need to make a requirement or recommendation about that particular matter. However, they will refer to this in the leadership and management section of the report and it may be appropriate to consider in relation to ineffective monitoring.
83. Where the registered person has failed to comply with a requirement by the date set, we will consider carefully whether it is necessary and appropriate to take any enforcement action to address the breach in question and the associated risks to families. Such action may include, but is not limited to, issuing a compliance notice.

84. Where a registered person has not taken action to improve practice by meeting a recommendation by the next inspection, the inspector will consider carefully how this impacts on the experiences of children and parents, assessments being undertaken and the effectiveness of leaders and managers and may lead to imposing a requirement.

Compliance notices and enforcement action

85. Ofsted's compliance powers are set out in the Care Standards Act 2000 and associated regulations.¹⁰
86. We will serve a compliance notice following an inspection if:
- we consider that this is the most appropriate way to promote the welfare of children and parents or we believe that they are at risk of harm or being harmed
 - or
 - a registered person has failed to comply with a requirement made at an inspection and we consider that this is the most appropriate way to deal with the concern.

Recording evidence

87. Evidence should be clear, evaluative and sufficient for the purpose of supporting judgements.
88. The evidence should provide sufficient detail so that it is clear how the inspector reached the judgement. All of the evidence should be evaluated. Pages of description, not clearly evaluated, are not helpful and should be avoided.
89. The evidence should tell the story of the experiences of children and parents accommodated at the centre. Evidence should not include anything that could identify individual staff, children, parents or other family members except where this is necessary for the protection of a child or vulnerable adult; or to ensure that the evidence is sufficiently transparent to support further action. In these instances, inspectors can use initials of the person concerned.
90. Inspectors can record direct quotes from children, parents, staff and stakeholders in evidence to support judgements.
91. Inspectors must analyse the information they gather on inspection and determine, using their professional judgement, the impact of their analysis on the assessment, care and experiences of children and parents.

¹⁰ 'Social care compliance handbook', Ofsted, 2014; www.gov.uk/government/publications/social-care-compliance-handbook-from-september-2014.

92. The record should clearly indicate the source of the evidence; for example, 'observation', 'record', 'interview'. If evidence is derived from an interview, the record must indicate the time of the interview and the role of the person being interviewed; for example 'deputy manager' or 'agency member of staff' so that there is a context for the evidence.
93. Throughout the inspection, inspectors will maintain a record of their evidence. Electronic evidence is recorded within Office Base. Summarised evidence must be sufficient to underpin judgements and any recommendations or requirements. Inspectors must ensure that the registered person understands the key evidence that underpin the judgements and any requirements.
94. In most circumstances, once the summarised evidence has been placed in Office Base, any duplicate handwritten evidence will be destroyed by the inspector. In some circumstances, inspectors will be required to also keep any handwritten notes they have made during the inspection. This may apply in circumstances where legal action is being considered or a challenge or complaint about the judgement is anticipated.
95. Inspectors need to record all handwritten evidence using **black ink** so that it can be photocopied or scanned, if necessary. All handwritten evidence must be legible and dated. Inspectors must submit all handwritten evidence that have not been summarised and added to Office Base and form part of the inspection evidence base to the quality assurance team at Piccadilly Gate within five working days of the end of the on-site visit. Managers who require the hard copy evidence for the purposes of quality assurance can obtain this from the quality assurance team at Piccadilly Gate.

Making judgements

96. The evaluation of assessment and the experiences of children and parents are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect.
97. In all residential family centre inspections, we will examine the extent to which the service fulfils its main purpose and responsibility, which is to assess parental capacity to respond to their children's needs, to promote their welfare and to protect them from harm. The quality and accuracy of these assessments are not only fundamental to the protection of the children, but will significantly affect their futures and those of their families.
98. Inspectors will make their judgements on a four-point scale:
 - outstanding
 - good
 - requires improvement
 - inadequate.

99. Inspectors will use the descriptors as the benchmark against which to grade and judge performance. Inspectors are required to weigh up the evidence in each of the following areas:
- the quality of assessment
 - how well children and parents are helped and protected
 - the impact and effectiveness of leaders and managers
 - to consider it against the criteria for outstanding, good and requires improvement before making the judgement of the overall experiences of children and parents.
100. The judgement about how well children and parents are helped and protected is a **key judgement**. This means that if inspectors judge this area to be inadequate, 'the overall experiences of children and parents' judgement will always be inadequate. Where this is judged to be 'requires improvement' this does not automatically limit the overall judgement to 'requires improvement'. The influence on 'the overall experiences of children and parents' judgement will depend on the extent of the weaknesses.
101. The judgements of 'the quality of assessment' and 'the impact and effectiveness of leaders and managers' are graded on a four-point scale. If inspectors judge these areas to be inadequate, this is likely to lead to an overall 'experiences of children and parents' judgement of inadequate and certainly not a judgement that exceeds 'requires improvement'.
102. Inspectors will use the descriptors of 'good' as the benchmark against which to grade and judge performance. The judgement, however, is not derived from a checklist, but instead is a professional evaluation of the effectiveness and impact of the residential family centre on the experiences of children and parents. Failure to achieve a single criterion for 'good' will not automatically lead to a judgement of 'requires improvement'. The criteria set out what is expected, but they do not limit judgements where there is proper account about the quality of assessment and the quality of care and support that is available to them.
103. A judgement of 'good' will be made where the inspector concludes that the evidence overall sits most appropriately with a finding of 'good'. That is what Ofsted describes as 'best fit'.
104. In addition, inspectors will identify areas of outstanding practice and priorities for improvement. For all children and parents, the expectation is that care and practice are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation.
105. Where a judgement of inadequate is made and the concerns are such that Ofsted may need to consider further action, such as enforcement activity and/or contact with local authorities responsible for children whose families

have been placed at the centre, the guidance at Annex C should always be followed.

Inspection feedback

106. At the end of the inspection, the inspector will give verbal feedback on the main findings and provisional judgements to the registered manager or senior member of staff present and the responsible individual. Additional senior staff linked to the centre may also attend, at the discretion of the inspector, if agreed in advance. In some circumstances an inspector may need time after the inspection fieldwork to take advice before giving feedback. The date of feedback is considered the last day of the inspection.

107. The inspector should:

- cover the main findings of the inspection against the grade descriptors, including the strengths and weaknesses
- clearly communicate the probable judgements as they relate to the assessment of parenting skills, care, experiences and progress of children and parents
- indicate the likely requirements and recommendations with clear reference to the relevant regulation, NMS or statutory guidance providing a clear agenda for improvement
- be balanced and include positive comments as well as highlighting any areas for development
- use the grade descriptors and the evidence to clearly indicate how the judgements have been reached
- confirm that the report will be sent to the manager for comments on factual accuracy (see timeframe at paragraph 14 above).

108. Inspectors will not provide a written summary of the inspection or written feedback in advance of the inspection report. Providers may choose to take their own notes at feedback.

Section 5: Residential family centres that are judged inadequate

109. Where a centre is judged inadequate for the overall experiences and progress of children and parents, this will lead to an urgent case review.

110. The case review will consider whether statutory enforcement action is required in relation to the residential family centre and, where there is a registered manager, the registered manager. The case review will consider all the enforcement options available. The 'Social care compliance handbook' has

detailed information about the enforcement options available, and the arrangements for following up enforcement activity.¹¹

111. The timing and nature of subsequent inspection and monitoring visits following an inadequate judgement will be determined on a case-by-case basis through the oversight of improvement. This will be either a monitoring visit or a full inspection. Where concerns are serious, we are likely to return to conduct a monitoring visit to check that the manager and responsible person have taken sufficient steps to safeguard and protect the welfare of children and parents living in the centre. Any monitoring visit will result in a published report.¹²
112. An inspection visit will take place sooner if any further significant concerns arise during this period, or if an earlier inspection is necessary to make statutory requirements to safeguard and protect the welfare of children and young people.
113. Any inadequacy is serious and requires immediate action to be taken. However, in some cases, the inadequacy will derive from fire risks, health and safety hazards, or other environmental factors. While serious and high risk for children and young people, they can be quickly rectified in many instances. Inspectors will always seek to understand how and why such serious inadequacy has occurred.

Section 6: Monitoring visits

114. Inspectors should conduct this visit in the same way they would any inspection in accordance with the general principles in this handbook. Monitoring visits are usually undertaken:
 - to follow-up concerns
 - following an inadequate inspection
 - to monitor compliance with a notice.
115. Other circumstances where we might undertake monitoring visits include those where a restriction of accommodation notice is in place or where we have suspended a provider from continuing to operate.
116. Monitoring visits are also likely to be agreed as part of the plan for the centre once the notice of proposal to cancel has been issued.
117. The decision to undertake a monitoring visit will usually be determined at a case review. The frequency will be determined on a case-by-case basis and

¹¹ 'Social care compliance handbook', Ofsted, 2014; www.gov.uk/government/publications/social-care-compliance-handbook-from-september-2014.

¹² Regulatory inspection managers can decide not to publish monitoring reports in exceptional circumstances.

may be as frequently as weekly if required. Timing and frequency will be determined by any dates included in compliance notices and the nature of the concerns.¹³ This will be agreed and recorded at the case review.

118. The centre will be told that they will be the subject of monitoring following enforcement action or an inadequate inspection judgement.
119. Monitoring visits will usually be unannounced.
120. Following the monitoring visit we will send a report detailing the outcome of the visit. This report will be published on our website alongside the residential family centre's inspection reports.¹⁴

Monitoring compliance notices

121. Where we establish a number of actions on a compliance notice, or serve multiple compliance notices with different completion dates, we schedule follow-up visits for each date or notice to ensure that the provider has met each specified action within the prescribed timescale.
122. We aim to complete follow-up visits the day after the required completion date for each notice, or at the very latest within five working days of that date. In some instances we may timetable the monitoring visit so that we can assess compliance with more than one notice.
123. We may decide, in exceptional circumstances, not to carry out a follow-up visit to check that the provider has met a specific requirement in a notice. In such cases, we will accept written confirmation that the provider has taken the required action, accompanied by documentary evidence, such as a photograph or a copy of a required procedure. We make a note on Office Base of the reasons why it was not necessary to visit. For example, where a fire officer has conducted a visit and provided written confirmation of action taken, copied to Ofsted.

Preparing for the monitoring visit

124. Inspectors should plan for a monitoring visit taking into account:
 - the last inspection report
 - requirement(s) set out in the last inspection report
 - requirement(s) set out in any compliance notice
 - letters from previous monitoring inspections

¹³ A compliance notice sets out the actions a provider must take by a certain date to meet the relevant service-specific regulations for children's social care providers.

¹⁴ Regulatory inspection managers can decide not to publish monitoring reports in exceptional circumstances.

- any notifications received since the last inspection
- any action plan provided by the provider
- any information recorded on Office Base including information from other agencies; for example, police, local authority child protection service, complaints and whistle blowers
- any enforcement action that should be monitored; for example, restriction of accommodation.

Conducting monitoring visits

125. Inspectors should conduct this visit in the same way they would any inspection in accordance with the general principles in this handbook.
126. Where the monitoring visit is conducted following an inadequate judgement, to monitor compliance notices or to determine whether requirements have been completed, the monitoring visit should:
- determine the impact of any completed requirements on the welfare and outcomes for children and parents
 - identify if any additional concerns exist
 - determine the capacity of the registered manager to sustain the changes required
 - consider any further action that may need to be taken.
127. Where the visit is to monitor other concerns or issues the monitoring visit should:
- determine whether the effectiveness of the centre has declined, improved or remained the same
 - determine the impact of any improvement or decline in practice on the welfare and safety of children and parents
 - consider any further action that may need to be taken.
128. The inspector must notify either the registered provider or registered manager on arrival on site.
129. The inspector should judge how effective the improvement is and how tackling the requirements/issues has improved the experiences of children and parents. To demonstrate the necessary improvement, providers and managers need to show that their actions have had a significant impact in achieving clear and sustainable progress. Good intentions and an inspirational outlook, or a recent change of manager following a period of poor leadership do not in themselves provide sufficient proof of the ability of the provider to sustain improvement.
130. If it becomes evident that there are further issues of concern or that in tackling the actions from the last inspection the provider has let other aspect(s) slip so

children and parents are at risk of harm, then the inspector should consider what further action needs to be taken. This includes consideration of new requirements and/or recommendations and compliance notices or other enforcement action such as restriction of accommodation or imposing of conditions.

131. If the inspector is concerned or unsure about any aspect of the visit they can contact their manager or a social care compliance inspector.
132. If the inspector considers an offence may have been committed they should contact a social care compliance inspector or regulatory inspection manager immediately to discuss whether the monitoring visit should continue and take advice.
133. If during the course of the visit, the inspector considers that an offence has been committed it is possible to caution the registered provider or registered manager. However, the preferred way of interviewing under caution is to withdraw and then conduct the interview under the Police and Criminal Evidence Act 1984, in a planned way at a later date.^{15,16} Inspectors should only caution when they have taken advice from their regulatory inspection manager. This is the preferred way of interviewing under caution as then we can clearly plan the questions we wish to ask the registered provider.

Gathering evidence

134. The central questions are:
 - How effective is the improvement in tackling the requirements set at the last inspection?
 - How effective is the action the provider has taken in improving the experiences of children and parents?
135. Evidence should be recorded in Office Base. The evidence should reflect the areas identified in the inspection report as requiring improvement. This section should include evidence of the most significant strengths and weaknesses, and any new areas of improvement or breaches of requirement that need to be taken forward. The inspector must consider whether the centre has let other aspects slip so there is now cause for concern in different areas.
136. It is important to consider whether the provider and manager demonstrate their capacity to sustain any improvements made. Inspectors should consider whether the improvements are having a marked and sustained impact on all areas of weakness and that there is capacity for the improvement to continue.

¹⁵ Only the responsible individual or the registered manager can be found to have committed an offence. In many instances the responsible individual will not be present at the monitoring visit.

¹⁶ Police and Criminal Evidence Act 1984 (PACE) and accompanying Codes of Practice, <http://police.homeoffice.gov.uk/operational-policing/powers-pace-codes/pace-code-intro/>.

Feedback at the end of the monitoring visit

137. The manager (or person in charge), will receive oral feedback at the end of the visit. Inspectors' feedback must:

- clearly state the evidence base on which the judgement of improvement or continued concern is founded
- make clear any new issue(s) to take forward
- ensure that the manager is clear about the outcome of the visit and what the next step will be, especially if a new issue has arisen or improvement is inadequate
- be clear with the manager when the next steps will be confirmed if the inspector requires further advice
- explain that the outcome of a monitoring visit is published in the form of a report on the Ofsted website alongside the last report
- make clear that the text of the report may differ slightly from the oral feedback, but that the substance of the issues will not change
- ensure that the manager understands that the overall judgement of inadequate has not changed (where relevant), although progress and improvements may have been made.

138. After any monitoring visit following an inadequate judgement, the inspector must contact the director of children's services (DCS) of the placing authorities to advise them:

- the nature and effectiveness of any improvements
or
- if there has been no change of judgement, that either the original concerns remain or new ones have emerged.

Monitoring report

139. Ofsted will publish all monitoring reports.¹⁷ The summary should outline the significant developments and evidence of progress since the last visit. The summary must clearly explain the action the residential family centre has taken to address the requirements and the impact of any improvement, or not, on the care and experiences of children. The report will be a short summary. It must be clear, succinct, well written and meet the standards expected by Her Majesty's Chief Inspector.

140. The report must:

¹⁷ Regulatory inspection managers can decide not to publish monitoring reports in exceptional circumstances.

- set out the reason for the visit. If the visit is to follow up enforcement activity then the letter should clearly set this out. For example, 'This residential family centre is subject to a restriction of accommodation order. There are concerns that... In order to evaluate the progress the residential family centre has made in addressing these concerns a monitoring visit was undertaken on...' Where this relates to compliance notices, there should be a short summary of the number of notices and an overview of the areas for concern.
- evaluate where progress has been made and where progress has not been made.
- record the impact of continued concerns on children and parents must be clearly stated, alongside any action that Ofsted will be taking to notify placing local authorities and/or to protect children.
- set out clearly where and what further action is needed.

141. Inspectors must use clear language to indicate the level of concern; for example, 'this visit has raised serious concerns about care and practice in the residential family centre'. Inspectors can clearly state that the centre is likely to be subject to further enforcement action where this is the case. The details of intended action cannot be included as this may prejudice any action we are likely to take and be seen to impede the provider's right of appeal, where relevant.

Reviewing and factual accuracy check of the report

142. Monitoring reports will be reviewed by the regulatory inspection managers before they are sent to the provider and/or published. This is to ensure that they accurately reflect the improvement made or support any further enforcement action we may wish to take.

143. The provider has an opportunity to check the factual accuracy of a monitoring report.

144. Monitoring reports should usually be published within 10 working days of the visit.

Inadequate residential family centres – feedback to placing authorities

145. Wherever children and/or adults are at immediate risk, inspectors must follow Ofsted's safeguarding policy and procedures.¹⁸ In addition, whenever a residential family centre is judged inadequate, the inspector must alert the

¹⁸ 'Ofsted safeguarding policy and procedures', Ofsted, 2015; www.gov.uk/government/publications/ofsted-safeguarding-policy.

placing authority for any families currently placed in the centre to the concerns that have been identified.

146. If the validity of an assessment is in question, it may also be necessary to inform the judge in the family court who has issued the letter of instruction. This will need to be decided on a case-by-case basis. The inspector should obtain contact details from the residential family centre when necessary.
147. The inspector will send an email to the director of children's services in the placing authority by the end of the working day following the inspection. The inspector will follow this email up with a telephone call to ensure receipt.
148. The inspector will give feedback to the placing authority in line with the feedback given to the provider, summarising the key concerns and making clear that this is an indication of the likely inspection judgement but that it is subject to confirmation by Ofsted on publication of the report.
149. The details of the email and any phone calls must be recorded on RSA for future reference.
150. Ofsted will interact in this manner with family courts and placing authorities pursuant to HMCI's powers in paragraph 8 of schedule 13 of the Education and Inspections Act 2006 to provide assistance to other public authorities in the exercise of their functions.

Writing the report

151. Inspectors are responsible for and expected to produce high quality reports. The inspector should ensure that the report is free of errors – for example, grammar, spelling and punctuation – before submitting the report. Reports should be written in the present tense. Specific examples of evidence from the inspection should be written in the past tense.
152. Inspectors should write their reports and take account of the 'Guide to Ofsted's house style'.¹⁹ In addition, a quality checklist is included with Annex D of this guidance to help authors and readers of Ofsted's reports.
153. The report should be succinct and evaluative. Inspectors should evidence their professional judgements in the analysis of their findings. The extent of detail required to 'tell the story' of the experience of the families staying at the residential family centre should be considered at all times when writing the report.
154. The quality of inspection reports is enhanced when children and parents' feedback is quoted within the report and used to illustrate our evaluation about the quality assessment and care at the residential family centre. Care should be

¹⁹ Guide to Ofsted's house style; www.gov.uk/government/publications/guide-to-ofsteds-house-style

taken to ensure that individual children and parents are not identified by the use of quotes.

155. There is no specified word length for the report or the individual sections. Inspectors should use their professional judgement to ensure that the reports are long enough to say what needs to be said and no more. It is likely that reports for residential family centres with a number of weaknesses or centres found to be outstanding will require more detailed explanations of the reasons for the judgements.

Section 7: Supplementary guidance

Safeguarding, child protection concerns and concerns about vulnerable adults

156. If serious issues of concern arise during the inspection, for example, in relation to the failure to follow child protection procedures and/or where a child or vulnerable adult is discovered to be at immediate risk of harm, the centre's senior manager will be notified as soon as possible. Where doing so would compromise a child/adult's safety, the inspector will ensure that the appropriate authorities are notified immediately.
157. Inspectors should always follow Ofsted's 'Safeguarding children and young people and vulnerable adults policy' and contact their manager or regional social care compliance inspector on 0300 123 1231 should they be in need of advice.²⁰ Where required, the inspector will make a referral to the appropriate local authority children's services and the child's allocated social worker and/or the appropriate local authority adults' services and, where appropriate, the vulnerable adult's allocated social worker. Where the concerns relate to allegations against staff, they will be referred to the local authority designated officer.
158. Inspectors must ensure that concerns about the safety and welfare of a child are communicated immediately to the director of children's services for the responsible placing local authority. A record that this has been done must be kept. It is expected that the senior HMI for the region, will pursue the action that has been taken with the local authority concerned.

Extremism

159. Extremism is unlikely to be a routine line of enquiry during residential family centre inspections. Residential family centre regulations do not require centres to have specific policies and procedures on this subject. However, inspectors should consider the detail of any concerns or referrals made by the registered provider and the extent to which an effective multi-agency response has been received. The DfE has produced statutory guidance 'The Prevent duty: departmental advice for schools and childcare providers' (www.gov.uk/government/publications/protecting-children-from-radicalisation-the-prevent-duty).²¹ Inspectors should read and take note of where this applies to residential family centres.
160. Inspectors should be alert to anything that gives rise to concern; for example, literature, posters, videos or visitors to the centre, where the purpose of their

²⁰ Safeguarding children and young people and young vulnerable adults policy (150004), Ofsted, 2015; www.gov.uk/government/publications/ofsted-safeguarding-policy.

²¹ Preventing extremism in the education and children's services sectors, DfE, 2015; www.gov.uk/government/publications/preventing-extremism-in-schools-and-childrens-services.

visit is unclear. All initial enquiries must be directed to the registered manager/responsible individual/person in charge.

161. For further advice during or after an inspection, inspectors can contact their regulatory inspection manager who will be able to access specialist advice. If inspectors are unable to contact these people, and remain very concerned, they should follow Ofsted's 'Safeguarding children and young people and vulnerable adults policy'.²²

Quality assurance

162. The inspector is responsible for the quality of the report. The inspector will check the completed report carefully before submitting to their manager for sign-off and publication.
163. The inspector must use the 'Guide to Ofsted's house style' for reference when quality-checking their own reports. Inspectors and those quality assuring the report should refer to Annex D.
164. Any proposed change of judgement from the provisional judgement given at verbal feedback during the inspection will be discussed by the appropriate managers within Ofsted. On these rare occasions, the inspector must inform the provider of the revised judgements and provide reasons for the changes before the provider receives the draft report.
165. Ofsted will send an evaluation form following each inspection to the registered manager of the centre to complete, which will be used to improve the quality of inspections.

Concerns

166. The great majority of Ofsted's work is carried out smoothly and without incident. If concerns do arise during an inspection, these should be raised with the inspector as soon as possible during the inspection visit. This provides an opportunity to resolve the matter before the inspection is completed. Any concerns about the factual accuracy of the findings in the report can be raised after the inspection. If the provider is unable to resolve the matter with the inspector, they should contact the inspector's regulatory inspection manager for further discussion.

²² Safeguarding children and young people and young vulnerable adults policy (150004), Ofsted, 2015; www.gov.uk/government/publications/ofsted-safeguarding-policy.

Complaints

167. If it has not been possible to resolve concerns, a formal complaint can be raised under Ofsted's complaints procedure:

www.gov.uk/government/publications/complaints-about-ofsted

168. Complaints can be submitted to Ofsted at any stage during an inspection and should be submitted no more than 10 working days after publication or any report or letter. We do not normally withhold publication of an inspection report or withdraw a published inspection report while we investigate concerns.

169. Complainants must send their concerns using the online complaints form available on the Ofsted website:

www.gov.uk/government/organisations/ofsted/about/complaints-procedure

170. If there are special circumstances that prevent the submission of a complaint online, complaints can be sent in writing to:

Ofsted
National Complaints Team
Piccadilly Gate
Store Street
Manchester
M1 2WD

Email: enquiries@ofsted.gov.uk

Annex A. Request for information at an inspection

Name of residential family centre:

Name of person completing the form:

Signature:

Date:

	Information required	Details
1	For organisations and partnerships: Names of the current directors, secretary and other officers of the organisation or names of current partners of the company (please attach details to this form as applicable)	
2	Number of family assessments in progress on the date of inspection	
3	Total number of family assessments completed in the last 12 months Of those assessments how many recommendations were: <ul style="list-style-type: none"> ■ to remove all children from their parents ■ for all children to remain with their parents ■ for some children to remain and for some children to be removed (within the same family) ■ other decisions (please specify below) 	
4	Number of complaints from resident parents in the last 12 months	
5	Number of complaints from others in the last 12 months	
6	Number of allegations made against staff in the last 12 months	
7	Number of child protection referrals in the last 12 months to local authority children's social care team where the centre is located	
8	Number of vulnerable adult referrals in the last 12 months to local authority children's social care team where the centre is located	
9	Number of families requiring use of surveillance in the last 12 months	
10	Number of staff who have left in the last 12 months	
11	Number of new staff employed in the last 12 months	
12	Total number of staff currently employed on the day of	

	<p>the inspection:</p> <ul style="list-style-type: none"> ■ number of qualified staff (please give details below) ■ number of staff undertaking qualifications ■ number of staff at the centre who have a first aid qualification ■ number of auxiliary staff ■ number of volunteers ■ number of agency staff 	
13	Please list staff training completed in the last 12 months	
	Dates of most recent checks and other records	
14	Date of gas installations check	
15	Date of Portable Appliance Testing (PAT) check	
16	Date of health and safety risk assessment	
17	Date of last health and safety check of the premises	
18	Date of fire risk assessment	
19	Date of last fire drill – day and night	
20	Date of public liability insurance policy	
21	Date of employer’s liability insurance policy	
	Further information	
22.	Please provide contact telephone numbers and email addresses for commissioners, children’s social workers and/or guardians, and solicitors	
23.	Please provide details of any actions you have taken as a result of feedback from parents	
24.	Please provide feedback from placing authorities and courts	
25.	Please provide evidence of the residential family centre’s monitoring of the quality of care, support and guidance and the impact of the residential experience for families	

Annex B. The content of the inspection report

Enforcement action since the last inspection

171. This section should be completed by the inspector. Inspectors need to retrieve this information from Office Base. Inspectors should only include information where we have taken statutory compliance action; inspectors should not include information about compliance cases where we have closed the case without taking any enforcement action.²³ The information should be checked for accuracy and be a short account, for example, 'three compliance notices were issued on 21 January 2015. A monitoring visit took place on 1 February 2015 and all compliance notices had been complied with or 'a restriction of accommodation order was in force from 3 November 2014 to 15 January 2015.'

This inspection

172. As well as showing the judgements, in this section the inspector should include one of the following statement:

For outstanding

- The residential family centre provides highly effective services that consistently exceed the standards of good. The centre's assessments and care contribute significantly to decisions about whether it is safe for children to remain in the care of their parents.

For good

- The residential family centre provides effective services that meet the requirements for good.

For requires improvement

- The residential family centre is not yet delivering good assessments of parenting capacity and, care and support for children and parents. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

For inadequate

- There are serious and/or widespread failures that mean >children and parents are not protected or their welfare is not promoted or safeguarded< and/or >their care and experiences are poor<.

²³ For more information on statutory compliance actions see 'Compliance powers available to Ofsted' in the *Social care compliance handbook*, Ofsted, 2015; www.gov.uk/government/publications/social-care-compliance-handbook-from-september-2014

Summary of findings

173. The summary is an overview of the content. It provides the overarching theme of the report, but does not expand on specific details. It should be no more than a single page.

174. This section should:

- be sharp and punchy
- written in bullet points
- use active rather than passive verbs
- synthesise the findings of the report
- only contain information that is also in the main body of the report.

175. This section should be a summary of the inspection findings and clearly inform the reader of the headline reasons for the overall experiences judgement. It should be brief, drawing together findings into themes. The structure of this section will vary, depending upon the overall judgement:

For outstanding

- This section should focus on summarising the outstanding practice in the residential family centre.

For good

- The first half of this section should clearly outline the key strengths that have led to the judgement and the second half of the section should draw together any themes/issues about requirements or recommendations.

For requires improvement

- The first half of this section should clearly outline the reasons that this residential family centre is not yet good and make particular reference to the impact of non-compliance with regulations. This section should not repeat the actual requirements. Where there are strengths in practice, these should form the 'residential family centre strengths' section. Any strength should not dilute or detract from the important areas where work is required to get to good.

For inadequate:

- this section should only summarise the key concerns about the residential family centre, drawing together issues into themes. The section should clearly outline to the reader that 'this residential family centre is inadequate because...' Any strengths or improvements will only be recorded in the 'residential family centre strengths' section of the report.

176. The section must include reference to any areas for improvement but should not list in detail the requirements and recommendations.
177. Where there were no children or parents present during the inspection, inspectors should make this clear in a statement at the end of this section.
178. The report should not include a description of the inspection process as this is detailed in the relevant frameworks.

Statutory requirements and recommendations

179. Requirements and recommendations must arise from any weaknesses identified in the report. For requirements, inspectors should state the specific regulation that the provider has not met in brackets after the text of the requirement. For recommendations, inspectors should state the relevant paragraph of the NMS in brackets after the text of the recommendation.

Information about this residential family centre

180. This is a brief factual description of the service and should not include judgements or evaluation.
181. It should describe:
 - the centre's registered numbers
 - whether the centre caters for children with specific needs
 - any specific facilities or specific services provided as outlined in the centre's statement of purpose.

Recent inspection history

182. This will be automatically generated into the report and will contain information from the last inspection.

The report

183. Inspectors must inspect against the full evaluation schedule, but it is not necessary to report against each aspect of the evaluation schedule or grade descriptor individually. Text in each judgement section should provide a sharp and concise commentary on the key strengths and weaknesses that support the judgement given and, most importantly, tell the unique story of each centre, the experiences of children and parents and the quality of assessment.
184. The reader should know whether the centre is undertaking assessments and delivering care in line with the ethos outlined in its statement of purpose and this should be clearly articulated throughout the report. For example, 'staff shortages affect the extent to which staff are able, as set out in the statement of purpose, to build a positive relationship with every child and adult based on respect.' The report should **not** simply state: 'The residential family centre

undertakes assessment and delivers care in line with its ethos/statement of purpose.'

185. Where there are aspects of the evaluation schedule that have not been inspected, as they are not relevant because there were serious lines of enquiry that the inspector had to pursue, this should be clearly recorded in the evidence base.
186. Inspectors need to analyse and evaluate the practice that they see and the report should clearly reflect this evaluation. There should be clear evidenced evaluative statements about how effective assessments are at ensuring these meet the requirements of the court, are balanced and individual to a particular family and their circumstances and, are clear about a parent's capacity to change. The report should clearly reflect the experiences of children and parents and while living in the centre. Where possible, data should be used to illustrate findings.
187. There should be references to equality and diversity throughout the whole of the inspection report, not as a standalone section. Equality and diversity are important aspects across the whole evaluation schedule.
188. Where the inspector's evaluation of an aspect of practice could be recorded in any of the sections, it should be included where it has most impact. There are no prescribed 'rules'.

Leadership and management section

189. Inspectors should always include a factual statement about the length of time the registered manager has been in post and the suitability of their qualification and experience with regard to undertaking family assessments; especially in relation to parenting skills and, the care of children. This statement can contain different information depending on each individual circumstance. If the registered manager is newly qualified, it may be more relevant to state their qualification, and for someone who met the regulatory requirements for qualifications some time ago it may be more relevant to comment on their continued professional development and the relevance of their qualifications and training.²⁴
190. This section should always include an evaluation of how well the leaders and managers know the strengths and weaknesses of the practice in the residential family centre and the action they are taking. Where the inspector has identified failures to meet regulations, this section should always evaluate how this relates to the actions or inactions of leaders and managers. Inspectors should evaluate and report on how the steps taken to address requirements and

²⁴ In all instances Office Base must contain an up-to-date record of managers' qualifications. Inspectors should update Office Base where any changes have occurred since the last inspection.

recommendations raised at the last inspection have improved services for assessing and caring for children and parents and the organisation of the centre.

191. Inspectors should not write out previous requirements, recommendations or key issues in full.

Reporting on inspections where compliance issues have been investigated

192. In the inspection report, the inspector should report on the concern in the summary section. The inspector should briefly outline the issue that has caused the inspection to be brought forward and state the relevant findings.

Annex C. Inspecting residential family centres where there are no families living there

193. Generally we inspect new residential family centres within 12 months from registration but it is important that we can make judgements about the quality of assessment and care provided. Therefore, wherever possible the first inspection of a centre will wait until a family is living at the centre, as long as this means the centre can be inspected within the three year inspection cycle.
194. Inspectors should use their review of regulation 25 reports to ascertain if there are families living at the centre. If there are no families living at the centre the inspector should contact the centre to find out if they are due to accept a family (if they haven't already) and decide if this means the date of a planned inspection needs to change.

All other inspections

195. Where, in rare circumstances, a residential family centre has no placements at the time of the inspection and families have been accommodated since the last inspection it may be possible to use information about their placements as evidence. Inspectors should take account of the length of time since the last family left and the independence of the evidence that can be collected to support the judgement.
196. Where a residential family centre does not intend to take placements and will remain closed for some time, the inspector will complete the inspection and impose a condition that the residential family centre will notify Ofsted if they intend to accept a placement. The condition must be worded as follows on the certificate:

The residential family centre:

- must inform Ofsted of their intention to admit families three months before a placement commences.

197. In these instances, the text of the inspection report must contain the following statement:

The residential family centre has been closed for <state length of time>. The registered provider has indicated that the residential family centre will not be operational for <state length of time from the date of inspection>. Should the centre decide to accept placements, they are required to inform Ofsted of their intention before they do so.

Annex D: Inspecting residential family centres where there is no manager or interim management arrangements are in place

Introduction

198. The Care Standards Act 2000 requires any person who carries on or manages a residential family centre to be registered with Ofsted. Having a registered manager working in 'full-time day to day charge' is in children and parents' best interests because it best protects and promotes their safety and welfare. Further, it is a criminal offence to operate or manage a residential family centre without registration with Ofsted.²⁵

Where there is no manager in post

199. If there is no manager in charge of the centre, the inspector should raise a requirement under regulation 6 of the Residential Family Centre Regulations 2002. Regulations 27 and 28 require the responsible individual to notify Ofsted if the manager is to be absent for 28 days or more, or if they leave. The inspector should consider how long the post has been vacant and evaluate how this is affecting the welfare of the families at the centre, the quality of assessments and the leadership and management of the centre, and take this into account in making their judgements. This may lead to a judgement of inadequate in the leaders and managers judgement. If a centre has been without a manager for more than 26 weeks, it will always lead to an inadequate judgement for the effectiveness of leaders and managers. In these instances, a case review must be convened immediately.

Interim management arrangements

200. A person who is to be in charge of the centre for an interim period without registration is known in this guidance as the interim manager.

201. Inspectors must check that a residential family centre's provider has plans in place which outline what they will do if:

- they know that a registered manager will cease managing a residential family centre
- they know in advance that a registered manager will be absent for more than 28 days
- an emergency situation arises which results in a registered manager ceasing to manage or being absent for more than 28 days from a centre.

²⁵ Section 11 of the Care Standards Act 2000.

202. Inspectors should also check that providers only have interim management arrangements in place if a registered manager:

- unexpectedly ceases to manage a residential family centre
- is absent unexpectedly for more than 28 days.

203. In these situations Ofsted expects providers to ensure that any interim management arrangements fully protect and promote children and parents' safety and welfare.

204. Regulations require a provider to notify Ofsted where the person in day-to-day charge will be absent for 28 days or more.²⁶ They must do this at least one month before a known absence of the manager. They must notify Ofsted within one week of a registered manager being absent for 28 days or more where the absence arises as a result of an emergency.

205. Ofsted expects a provider to:

- have plans to deal with an unexpected absence of the registered manager or the registered manager ceases managing the centre unexpectedly. For example: how will the provider engage a manager who can meet children and parents' needs safely? Has the provider a plan of succession that ensures deputy managers can step into the registered manager's position in an emergency?
- ensure that any person they employ to act as an interim manager has the relevant qualifications, skills and experience to undertake this position
- put in place strong arrangements that support the interim manager while he or she is responsible for the centre
- regularly review whether the interim management arrangements effectively protect children and parents' safety and welfare
- regularly monitor that the interim manager is effective
- ensure that the interim manager fully understands the timescales Ofsted imposes on them to apply for registration. The provider must also ensure that an interim manager is aware that he or she must submit an application to Ofsted at the earliest opportunity if it becomes clear that the registered manager will be absent for longer than the specified timescales in paragraphs 17 and 18.

²⁶ Residential Family Centres Regulations 2002, regulation 27

A registered manager gives notice that they will cease to manage a residential family centre

206. Ofsted expects providers to have appropriate plans in place when they know that a registered manager will cease to manage a residential family centre. These plans should ensure that there is a proper transition from one manager to another, including a period of handover for the incoming and outgoing manager. Detail of the arrangements should form part of the notification that providers must make to Ofsted a month before a registered manager ceases to manage the centre.
207. The provider should also ensure that the new manager is aware of his or her responsibility to apply for registration with Ofsted within 28 days of taking up their post. They should also ensure that the new manager understands the consequence of not doing so; which is that he or she might be prosecuted for managing a residential family centre without registration.
208. If we have information that providers did not manage a change of registered manager, as indicated in previous paragraphs and in the full guidance concerning interim management arrangements which can be found in 'Changes to children's social care services that are registered and/or inspected by Ofsted', inspectors will take this into account when planning and undertaking their inspections.²⁷ Inspectors will also take this into account if they find out that we have not been notified of a change of manager. Examples of actions we may take include, but are not limited to, bringing the date of the inspection forward and using this information to inform our judgement about the leadership and management of the centre. If a provider fails to notify us of a change of manager, this may also affect our view of their fitness. For more information about what regulatory action we can take refer to the 'Social care compliance handbook'.²⁸

Known absences of a registered manager

209. Registered managers may have to take a planned absence for more than 28 days. Examples are, but not limited to, planned medical treatment, maternity leave or a sabbatical. In these instances, the provider or registered manager must notify Ofsted in advance of the absence and provide all of the required information.

²⁷ Changes to children's social care services registered and/or inspected by Ofsted, Ofsted, 2015; www.gov.uk/government/publications/changes-to-childrens-social-care-services-that-are-registered-and-or-inspected-by-ofsted.

²⁸ 'Social care compliance handbook', 2014, Ofsted; www.gov.uk/government/publications/social-care-compliance-handbook-from-september-2014.

210. Ofsted expects providers to have an interim manager working at the residential family centre by the time the registered manager leaves. The provider and registered manager should also arrange a handover between the interim manager and registered manager, which helps to prepare the interim manager for their role wherever possible. In these circumstances, a manager must follow the guidance on registration in paragraph 14 onwards.

A registered manager unexpectedly ceases to manage or is absent from a residential family centre

211. There are circumstances where a registered manager leaves suddenly, is unable to give notice of their decision to cease managing a residential family centre, or is suddenly absent from the centre for more than 28 days. Some examples are, but not limited to: unexpected illness; illness of a dependent; or suspension. Regulations allow providers to appoint an interim manager.²⁹ In these circumstances, a manager must follow the guidance below on registration.

Registration of an interim manager

212. An interim manager must apply for registration within a maximum of 28 days if a decision is taken that this person is appointed to permanently manage the residential family centre.
213. Interim management arrangements should be in place for the shortest time possible. Ofsted will continue to assess whether the arrangements are effective based on the information we hold, including notifications and regulation 23 reports and regulation 25 reports. If we are concerned about an interim manager's ability to manage the centre, we may require the interim manager to apply for registration immediately so that we can fully assess their suitability. For more information about what regulatory action we can take, refer to the 'Social care compliance handbook'.³⁰
214. In instances where Ofsted considers that the interim management arrangements do not protect and promote children and parents' safety and welfare, this will impact on the timing and outcome of an inspection irrespective of the length of the arrangements. It may also impact on our view of a provider's fitness and, as a result, we may decide to take regulatory action. As a further safeguard, wherever a centre does not have a registered manager in post by week 12, regardless of their inspection judgements or if they have an interim manager, the inspector should convene a case review to consider whether immediate action is required including restricting accommodation and

²⁹ Residential Family Centres Regulations 2002, regulation 27.

³⁰ 'Social care compliance handbook', Ofsted, 2015; www.gov.uk/government/publications/social-care-compliance-handbook-from-september-2014.

notification to placing authorities and/or imposing an additional condition on the centre's registration.

215. We would always expect that Ofsted should have received an application to register a manager at the earliest opportunity, including where an interim manager is in place. Where we have not received an application within a maximum of 90 days from the date that the interim arrangements began, we will take this into account in deciding when to inspect the centre, in our evaluation of the effectiveness of leaders and managers at the next inspection and in considering enforcement action.
216. If there are extenuating circumstances as to why a manager wishes us to consider extending the date by which they must register, the manager must put their reasons in writing for Ofsted to consider. Decisions will be made on a case by case basis. For example: if there is evidence that the registered manager will return shortly after 90 days we may decide to allow the interim manager to continue to do so without registration.
217. Where there has been a registered manager vacancy of 26 weeks or more, this will lead to a judgement of inadequate for leadership and management. Where leadership and management is judged inadequate for this reason the overall progress and experiences judgement is likely to be inadequate.
218. We cannot raise a requirement in the inspection report for the manager to become registered. Instead, when we inspect a residential family centre and discover the manager has been appointed but has not yet applied for registration, we send a standard letter to the manager.
219. After the inspection, the inspector should ask the appropriate inspection and management support (IMS) team to send the standard letter to the new manager to remind them that it is their responsibility to register. IMS should also send a copy to the nominated person/responsible individual for their reference. The letter should be sent no later than the date we send the inspection report to the provider.
220. The inspector should ensure that a contemporaneous written record is made of any further discussions with the individual manager and the conversation should be followed up with confirmation of any required actions in writing to the manager and the responsible individual.

Annex E. The implications of the Equality Act 2010

221. The Equality Act 2010 (the Act) came into effect on 1 October 2010. The Act makes it unlawful for an employer to ask a potential employee questions about their health or disability before they are offered employment, whether on a conditional or unconditional basis.
222. Social care providers must comply with both the Equality Act and the remit-specific regulations that require them to employ people who are fit, including staff being physically and mentally fit for the work. In order to comply with both laws, this means in practice that providers may give conditional offers of employment to potential employees after the recruitment process, subject to appropriate medical and health checks. However, there are a number of exemptions to the provisions in the Act. If a provider believes that an exemption applies to their recruitment of staff, they should take their own legal advice on the matter.
223. Inspectors will assess whether providers have a rigorous recruitment and vetting process in place, including ensuring that their employees are mentally and physically fit before they commence work as part of their inspection.
224. It is important to note that the Equality Act does not impact on Ofsted's registration work; we do not employ people to provide or manage a residential family centre. Therefore, we are not prohibited from making enquiries about the health of applicants for registration, in order to satisfy ourselves that they are fit to be registered.

Annex F. Incomplete inspections

225. On rare occasions, a very significant or serious incident may occur, for example a death of a child, after an inspection has been carried out but before an inspection report has been published. On these occasions, inspectors and managers should follow 'Gathering additional evidence to secure an incomplete inspection – Ofsted Protocol'.³¹
226. This protocol sets out the arrangements through which Ofsted will deal with inspections, in circumstances where the report has not been published, that are deemed to be incomplete because there is a need to gather additional evidence in order to secure the inspection evidence base. Further action to complete the inspection, and revise and report the findings, may be required.

³¹ 'Gathering additional evidence to secure an incomplete inspection', Ofsted, 2016; www.gov.uk/government/publications/gathering-additional-evidence-to-secure-an-incomplete-inspection-ofsted-related-protocol.

Annex G. Assessing financial viability

227. The residential family centre regulations state that 'The registered provider shall carry on the residential family centre in such manner as is likely to ensure that it will be financially viable for the purpose of achieving the aims and objectives set out in the statement of purpose.'³²
228. Inspectors are only expected to undertake a lay person's assessment of the financial information. Where, during the course of a routine inspection, the inspector has concerns about the financial viability of a provider; due for example to the poor repair of premises or the standard of day-to-day care or services, s/he should follow the guidance set out in Annex K of the 'Social Care Registration Handbook'.³³ Paragraph 42 of Annex K applies where an organisation is already registered.
229. Inspectors should explain to providers why they are requesting financial information during an inspection or at any other time.
230. The financial information Ofsted can request ranges from professionally produced business plans to a collection of accounts (including profit and loss accounts), records and financial forecasts.

³² Residential Family Centres Regulations 2002, regulation 24(1); www.legislation.gov.uk/ukxi/2002/3213/regulation/24/made.

³³ 'Social care registration handbook', Ofsted, 2015; www.gov.uk/government/publications/social-care-registration-handbook.

Annex H. Management of notifications

231. Providers are required to notify Ofsted without delay of the matters set out in regulation 26 of the Residential Family Centre Regulations 2002. Where there has been a delay to notify Ofsted of any matter, the inspector must take into account the reasons for that delay and the impact of this delay on the care and welfare of the children and parents in considering whether regulatory action is necessary.
232. All notifications will be received and provisionally categorised by the relevant regulation on Office Base by the applications, regulatory and complaints (ARC) team. This will be based on the categorisation from the provider. Online notifications will automatically pass into Office Base and ARC will upload paper-based notifications onto Office Base. Office Base and ARC will identify from the category of notification identified by the provider those notifications that need to be fast tracked to the social care compliance inspector, regulatory inspection manager and social care regulatory inspector. Notifications for death of a child, and instigation and outcome of a child protection enquiry will always be fast tracked.
233. All fast-tracked notifications will be actioned by the regulatory inspection manager or social care compliance inspector on the day the notification is received, and the regulatory inspection manager will be responsible for the oversight of the fast track process. This risk assessment model is to ensure that any safeguarding concerns are identified and responded to immediately and that any emerging issues that should influence the scheduling of an inspection are identified and acted on. The regulatory inspection manager in each region will decide on the appropriate next steps:
- where the notification suggests that children and parents may be at risk of harm, the regulatory inspection manager will ensure that an inspector who has undertaken residential family centre inspections is identified to take immediate action in line with paragraphs 232-242
 - where the notification, on further reading, does not require urgent action, the regulatory inspection manager will ensure that a memo is sent to the allocated inspector to fully review and inform inspection planning. This will be at the earliest opportunity either by the allocated inspector or another to cover extended absence including inspections, sickness or annual leave.

Urgent action

234. Where urgent action is required, this may be carried out by either the regulatory inspection manager or the allocated inspector or another inspector identified by the manager depending on availability.
235. Where a child accommodated at the centre has died while residing at the centre, either the regulatory inspection manager or the allocated inspector will

always ensure that all relevant parties have been informed by the provider, as outlined in regulation.

236. The inspector must establish what, if any, action the relevant local and placing authority and the police have taken. There should be an immediate review between the inspector, the social care compliance inspector and relevant managers to establish next steps. The relevant senior HMI should be informed of any deaths of looked after children and a serious incident briefing prepared.
237. Where the inspector identifies safeguarding concerns, they should contact the provider to find out:
- what action the provider has taken
 - ensure that the relevant local authorities, police, children's services have been notified
 - that appropriate action has been taken by other appropriate professional and authorities.
238. Where there are any concerns that this has not happened then the inspector will ensure that relevant parties are informed. They will also take the inaction of the centre into account at any subsequent inspection. Where Ofsted has any concerns about the safety and welfare of a child they will notify the director of children's services in the placing authority and if concerned about the welfare of a vulnerable adult the director of adult's services in the placing authority concerned.
239. Where there are significant safeguarding concerns that remain outstanding after the initial contact with the centre, this must be recorded as a compliance case so that all the subsequent action taken is recorded in one place and can inform any potential enforcement action.
240. In some instances, it will be necessary to undertake an early inspection either because of the serious nature of the individual notification or because of a build-up of a pattern of concerns. The inspector and manager will decide whether this is a full or monitoring inspection. The reason for the decision and the timescale for the inspection must be recorded in Office Base.
241. If the inspector has any concern about the practice of either the placing local authority or the host local authority, this will be managed in line with the published policy 'Management of cross-remit concerns about children's welfare'.³⁴ The director children's services will be notified of the concerns so that they can review the situation. This information will also inform any forthcoming local authority inspection.

³⁴ Management of cross-remit concerns about children's welfare, Ofsted, 2012; www.gov.uk/government/publications/ofsted-managing-cross-remit-concerns-about-childrens-welfare.

242. Inspectors will always monitor closely whether Ofsted is informed of the outcome of any child protection enquiry in line with regulations. Where this has not been received within a reasonable timescale, the inspector will contact the centre. Inspectors will follow up any failure to notify Ofsted of the outcome.

In all instances

243. Inspectors should always prioritise assessing notifications and this should be completed within a maximum of seven days. Regulatory inspection managers need to ensure that all notifications are processed when there are periods of absence, including sickness and annual leave, or where service inspections are programmed and inspectors are inspecting for more than one consecutive week.
244. Any notification may contain information that suggests that children and parents are at risk of harm. The reason for the notification is an indicator of the nature of the concern but not an absolute and all notifications should be reviewed with a clear focus on safeguarding issues.
245. For all notifications the inspector must ensure that the correct category from regulation 26 has been used and clearly record on Office Base a brief summary of the reason for the notification, details of the action taken by the provider in response to the incident and the action taken by Ofsted in response to the notification, including details of any contact with the provider.
246. Inspectors will always investigate and record on Office Base the reason for any delayed notification. Where investigation of delayed notifications identifies concern, the inspector must assess and record the action Ofsted is required to take. Where required the inspector will trigger a compliance case review.
247. The inspector will review the action taken by the centre and where there are concerns that this is inappropriate or lacking rigour they will either contact the centre for further clarity or consider bringing an inspection forward.
248. Inspectors will always review notifications as part of an emerging picture of the residential family centre and not see notifications in isolation. Where notifications suggest a growing picture of concern, this will be taken into account in inspection scheduling and planning, and will usually result in an early inspection.
249. Where notifications are incomplete or unclear, then inspectors must contact the centre for clarification.
250. Inspectors must record clearly on Office Base what action they have taken and the outcome of any subsequent contact with the centre, so that there is a clear audit trail of actions taken and Ofsted can be satisfied that children and parents are safe.

Management information and management oversight

251. All managers will routinely receive performance information in relation to individual residential family centres for inspectors in their team. This will clearly identify for each centre the date and number of referrals categorised by regulation 26 on a six-month rolling programme. This will enable patterns to be identified and inform individual discussions with inspectors about centres where there may be cause for concern and where inspections may need to be re-scheduled or urgent action considered.
252. Managers will also receive reports identifying where notifications have been received but the action taken has not been recorded.
253. Managers will routinely sample recording and action around notification as part of the ongoing assessment of the quality of inspectors' work.

Child protection notifications

254. The regulations require providers notify Ofsted where a child protection enquiry is instigated and then also when concluded – this would be investigations carried out under section 47 of the Children Act 1989.
255. This means that any referrals that do not reach the threshold for a strategy discussion, or any referrals where there is a strategy discussion but the outcome of the discussion is not to instigate a section 47 investigation, do not need to be notified to Ofsted under this category of notification.
256. At each inspection, inspectors must always review any referrals made by the centre to the local authority irrespective of whether they have reached the threshold for a child protection investigation and take account of any serious events, which a provider did not determine should be notified to Ofsted. Inspectors should follow up:
- any areas of concern in relation to the welfare of the child/parent
 - the response of the centre to the incident/concern and whether this was appropriate
 - the quality and appropriateness of the referral
 - any concern about the response of the local authority to the referral.

Annex I: Checks on responsible individuals

257. An organisation which applies to register as a residential family centre is required by the Residential Family Centre Regulations 2002 to have a responsible individual.³⁵ The responsible individual is the person within an organisation who is responsible for supervising the management of the centre: he or she is the link between the organisation and the registered manager and; the organisation and Ofsted.

258. The role of the responsible individual is to:

- supervise the management of the centre and particularly to ensure that the centre operates in a manner, which protects and promotes children and parents' safety and welfare
- report on the operation of the residential family centre to the registered provider and Ofsted.

259. When an organisation applies to be registered in respect of a new residential family centre Ofsted assesses the responsible individual's suitability as part of that application. Inspectors will scrutinise the steps providers have taken to determine that a responsible individual who has been appointed is fit to supervise the management of a residential family centre.

260. A provider must demonstrate to Ofsted that the responsible individual they appoint:

- has an effective knowledge and understanding of:
 - law and practice relating to looked after children
 - safeguarding and child protection
 - law and guidance in relation to the establishment or agency that he or she will be responsible for including: applicable regulations; NMS; and, statutory guidance
- has the skills, knowledge and ability to carry on the establishment or agency in a way which promotes both good practice and continuous improvement
- has the business and management skills to supervise the management of the establishment or agency efficiently and effectively
- can demonstrate that she or he, or another official within the organisation, has the necessary financial skills and expertise to ensure the establishment or agency is run on a sound financial basis. This includes the long-term financial viability of the establishment or agency.

³⁵ The Residential Family Centre Regulations 2002, Regulation 5; www.legislation.gov.uk/ukxi/2002/3213/regulation/5/made

- has completed all checks required under regulations and these were satisfactory.³⁶

261. When we become aware that the responsible individual of a residential family centre is changing or has changed, we will ask the provider to provide us with information that demonstrates:

- the person they appoint as a responsible individual satisfies the legal obligation relating to their fitness in the relevant regulations
- the length of time registered establishments or agencies remain without a responsible individual is minimal.

262. There is more information in our guidance 'Changes to children's social care services that are registered and/or inspected by Ofsted'.³⁷

³⁶ The Residential Family Centre Regulations 2002, Schedule 2; www.legislation.gov.uk/uksi/2002/3213/schedule/2/made.

³⁷ 'Changes to children's social care services that are registered and/or inspected by Ofsted', Ofsted, 2014; www.gov.uk/government/publications/changes-to-childrens-social-care-services-that-are-registered-andor-inspected-by-ofsted.

Annex J: Reporting concerns about the administration and management of controlled drugs

263. Ofsted has a role in ensuring the Government is satisfied that controlled drugs, as defined by section 2(1) of the Misuse of Drugs Act 1971, are managed and administered appropriately. Types of medication that are controlled drugs are morphine pethidine, methadone and ritalin. More information on controlled drugs is available on the Care Quality commission's website at: www.cqc.org.uk/content/law-and-guidance-managing-controlled-drugs.
264. If inspectors come across concerns or incidents regarding the safe management of controlled drugs while undertaking their normal inspection duties, or receive information through any other source, an outline of the concern and action taken should be referred to the social care policy team using their central email address of socialcare@ofsted.gov.uk. This action is in addition to any regulatory action or recommendations made as a result of the concern. Referrals should be made even where no requirements or recommendations are to be made. The social care team will collate all such referrals and share these with the Controlled Drugs National Group.

Annex K: E-safety information to use in children’s social care inspections

Introduction

265. Providers have a statutory obligation to create safe environments for their children and users and this extends to any online environment that the setting provides. It has a duty of care to ensure that any online access is made as safe as can reasonably be expected and very often this will require a layer of technical security, for example, filtering that assists in blocking access to illegal and inappropriate online content or activity. In smaller settings, this might be managed by careful and consistent adult supervision.³⁸

What does good practice look like?

<p>Whole organisation/setting consistent approach</p>	<ul style="list-style-type: none"> ■ all staff and/or volunteers can recognise, confidently respond to and intervene appropriately with online safety issues ■ the setting can provide the same safeguarding response and intervention for issues that arise beyond the setting that impact on the safety and well-being of the individuals in its care ■ online safety is considered a priority across the setting with responsibilities clearly defined ■ where appropriate, the views of children and parents/carers are valued and integrated.
<p>Robust and integrated reporting routines</p>	<ul style="list-style-type: none"> ■ reporting processes are clearly understood by the whole organisation, allowing everyone to report issues to the provider with confidence and trust ■ these routes are clearly signposted, used and are integrated with other established safeguarding practice.
<p>Policies</p>	<ul style="list-style-type: none"> ■ online safety policies and procedures are in place that are appropriate for the understanding of the parents, and where appropriate children, contributed to by the whole setting and updated regularly. Policies should provide advice and guidance that reflects how technology is used at the setting and may include specific references to key areas; for example, digital video and images, data, personal devices ■ the online safety policy should be acknowledged by all users and consistent with other relevant safeguarding and child protection and vulnerable adult policies.

³⁸ The setting could be a children’s home, residential special school, boarding school, an independent fostering agency or residential family centre.

<p>Monitoring and Evaluation</p>	<ul style="list-style-type: none"> ■ internet use is managed and monitored appropriately based on individual family's needs ■ the setting evaluates and develop online safety provision and practice ■ online safety incidents are recorded in a way that is consistent with other safeguarding practice. Those records are used to assess impact and inform best practice.
<p>Education</p>	<ul style="list-style-type: none"> ■ parents, and where appropriate children, are able to explore and discuss safety issues that equips them to stay safe online ■ parents, and where appropriate children, positive and responsible use of technology is recognised.
<p>Infrastructure</p>	<ul style="list-style-type: none"> ■ internet access should be actively managed in a way that ensures reasonable duty of care in providing appropriate safeguarding ■ where direct physical supervision is not possible or appropriate, relevant technical safeguarding measures should be evident; for example, parental controls or user-appropriate filtering ■ any professional communications using technology should take place within clear and explicit professional boundaries, limit personal information and be transparent and open to scrutiny ■ the storage, use and transfer of personal data are adequately protected in accordance with data protection legislation and there are clear escalation routes when personal data is compromised.

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