

## Children's homes inspection – Full

<b>Inspection date</b>	<b>29/09/2016</b>
<b>Unique reference number</b>	<b>1231067</b>
<b>Type of inspection</b>	<b>Full</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>One To One Crisis Intervention Ltd</b>
<b>Registered provider address</b>	<b>5 Newton Road, Newton Abbot TQ12 3AL</b>

<b>Responsible individual</b>	<b>Annie Westbrook</b>
<b>Registered manager</b>	<b>Jeremy Butcher</b>
<b>Inspector</b>	<b>Guy Mammatt</b>

<b>Inspection date</b>	<b>29/09/2016</b>
<b>Previous inspection judgement</b>	<b>N/A – first inspection since registration</b>
<b>Enforcement action since last inspection</b>	<b>None</b>
<b>This inspection</b>	
<b>The overall experiences and progress of children and young people living in the home are</b>	<b>Requires improvement</b>
The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.	
<b>How well children and young people are helped and protected</b>	<b>Requires improvement</b>
<b>The impact and effectiveness of leaders and managers</b>	<b>Requires improvement</b>

**1231067**

## **Summary of findings**

### **The children's home provision requires improvement because:**

- The current young person is not being provided with sufficient or suitable education.
- The home is not adequately maintained to protect residents from intruders or hazards to their health.
- The manager's care planning does not promote the current young person's cultural identity or background.
- The manager's response to physical intervention does not routinely include debriefing meetings with the staff who have used the measure.
- The manager's monitoring of physical intervention is weak. It does not identify effective practice and respond promptly where trends of concern emerge to help to reduce its use over time.
- The manager does not use monitoring systems effectively to make continuous improvements in the quality of care or to develop the experiences and progress of the young person.

### **The children's home strengths**

- The staff's response to the current young person when he goes missing from their care is good. This has led to important information being passed to the police about illegal activities in the local area.
- The current young person's health needs are well met. As a result, he is engaging with a substance misuse worker and accessing important health assessments.
- Staff listen to the young person and respond well to his views.
- Staff use a sensible consequence and reward system. They employ restorative measures, where possible, and reward good behaviour instantly.
- The recruitment processes and development of staff are good. Staff receive frequent, professional supervision and have good access to training opportunities.

## What does the children's home need to do to improve?

### Statutory requirements

This section sets out the actions which must be taken so that the registered person(s) meets the Care Standards Act 2000, Children's Homes (England) Regulations 2015 and 'Guide to the children's homes regulations including the quality standards The registered person(s) must comply within the given timescales.

Requirement	Due date
<p>6: The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard, the registered person must ensure that children receive care from staff who—</p> <p>(1)(a) understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>(b) use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(b) ensure that staff—</p> <p>(iv) provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background.</p>	31/10/2016
<p>8: The education standard</p> <p>(1) In order to meet the education standard, the registered person must ensure that children make measurable progress towards achieving their education potential and are helped to do so.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(i) help each child to achieve the child's education and training targets, as recorded in the child's relevant plans;</p> <p>(iii) understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers;</p> <p>(iv) help each child to understand the importance and value of education, learning, training and employment;</p> <p>(vi) maintain regular contact with each child's education and training provider, including engaging with the provider and the placing authority to support the child's education and training and to maximise the child's achievement.</p>	31/10/2016

<p>12: The protection of children standard</p> <p>In order to meet the protection of children standard, the registered person must ensure—</p> <p>(1) that children are protected from harm and are enabled to keep themselves safe.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(d) that the premise used for the purpose of the are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health.</p>	11/10/2016
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard, the registered person must ensure—</p> <p>(1) that they enable, inspire and lead a culture in relation to the children's home that—</p> <p>(a) helps children to fulfil their potential; and</p> <p>(b) promotes their welfare.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(h) use monitoring systems to make continuous improvements in the quality of care provided in the home.</p>	31/10/2016
<p>35: Behaviour management policies and records</p> <p>(3) The registered person must ensure that—</p> <p>(b) within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ('the authorised person')—</p> <p>(i) has spoken to the user about the measure.</p>	31/10/2016

## Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendation(s):

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

## Full report

### Information about this children's home

The home is operated by a private company. It provides care and accommodation for one child or young person who may have emotional and/or behavioural difficulties.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/04/2016	Registration	N/A

## Inspection judgements

	Judgement grade
<b>The overall experiences and progress of children and young people living in the home are</b>	<b>Requires improvement</b>
<p>The current young person is not receiving sufficient education provision. Currently, he has four hours' formal timetabled education per week and one day at a land-based studies centre. This package does not promote the young person's needs or wishes effectively, as the lessons are home-based and frequently provided by tutors whom he has not met before. As a result, the young person's engagement is poor and he is not making good educational progress.</p> <p>The manager's care planning is weak. It does not contain any information about promoting the current young person's cultural identity, background or first language. Consequently, the young person is isolated from his heritage. Also, his care plan is not current, with respect to the education that he is receiving. Therefore, staff are not provided with correct guidance to support his educational needs or the strategies to help him to overcome his barriers to learning.</p> <p>The current young person is accessing good health promotion. He attends regular sessions with a substance misuse service, which, in turn, has helped him to reduce his misuse. Staff help him with smoking cessation. The young person has benefited from nicotine replacement therapy, to the point that he no longer depends on it and has stopped smoking. He is accessing specialist health assessments that are helping him to understand his feelings and providing the placing authority with a clearer view of his needs.</p> <p>The current young person maintains regular contact with his mother. She is pleased with how staff are trying to help him. The independent reviewing officer and the social worker's team manager also feel that staff are meeting the young person's needs well and have no concerns about the placement.</p> <p>Staff consult well with the current young person, engaging him in regular discussions and informal house meetings. They listen to him and respond to any questions and wishes that he raises. Staff have helped the young person to build an improved relationship with the police. The community support officer and intervention officer were invited to visit the home. This has gone some way to challenging the young person's negative views of police officers and the law.</p>	

	Judgement grade
<b>How well children and young people are helped and protected</b>	<b>Requires improvement</b>
<p>The help and protection offered to the current young person are not yet good. There have been 14 physical interventions in the three months since he moved in. The manager's follow up to these incidents is poor, as staff are not routinely debriefed following each incident and he has not completed an overview of restraints in this period. This does not ensure that effective learning is taken from each incident, and limits the ability to identify patterns and trends, and to establish effective ways to reduce the frequency of incidents.</p> <p>The current young person does not live in a secure home that is free from hazards. The kitchen window does not lock and can be accessed from the outside. Also, a loft hatch is not locked that leads to asbestos in the ceiling. The young person has highlighted these issues to staff and they have not been rectified. There is also damage to a wall on the upstairs landing that requires repair.</p> <p>The manager has referred a safeguarding concern to the required agency. The company's designated safeguarding officer has looked into concerns raised by a staff member and shared the information with the local area designated officer for their oversight. As such, the young person's welfare is protected by effective safeguarding measures.</p> <p>Staff use sensible responses for managing behaviour. Good behaviour is rewarded instantly with something that the young person likes, for example extra time on the home's computer. Negative behaviour is challenged, with consequences and restorative sanctions that try to help the young person to understand the impact of his actions on others.</p> <p>The company's recruitment and staff vetting procedures are effectively implemented by managers. The risks/hazards in the local area have been assessed effectively by the manager.</p>	

	Judgement grade
<b>The impact and effectiveness of leaders and managers</b>	<b>Requires improvement</b>
<p>The impact and effectiveness of leaders and managers work require improvement. The manager does not use monitoring systems effectively to improve the quality of care provided at the home.</p> <p>Important issues, such as the young person's education placement, behaviour</p>	



management and cultural needs, are not given sufficient oversight by the manager. The development plan is not current and the monitoring of the young person's placement has not taken place frequently enough for the manager to assess his progression.

The manager ensures that all staff receive regular supervision and have good training opportunities. All staff who have been employed for longer than two years have gained the necessary professional qualification, and those who have joined more recently are working towards it. The manager has been in post since the home's registration in March 2016. He has the necessary qualifications and experience for the role.

Independent monitoring takes place at the required intervals. The manager ensures that significant events in the protection of young people are notified to Ofsted in a timely manner in order for the regulator to have effective oversight. The manager has an up-to-date statement of purpose for the home to share with all stakeholders. The young person was provided with a children's guide when he first moved in. He shows a keen interest in the reports and paperwork that staff and the placing authority write about him. The manager helps the young person to read the paperwork held about him. Staff take the time to go through it with him and offer good support, when needed.

The placing authority and the young person's family are satisfied that he is currently in the right placement to keep him safe and to access the necessary resources. The manager cannot demonstrate that the young person has made good progress since he moved in, partly due to the lack of monitoring, but also because the young person is still undergoing assessments and all parties are not yet clear as to what support he requires. Once this is established, the manager will need to show more creativity and initiative to ensure that the young person's overall experience while living at the home is increased to its full potential and beyond.

## What the inspection judgements mean

The experiences and progress of children and young people 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. The judgements included in the report are made against Inspection of children's homes: framework for inspection.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the Children's Homes (England) Regulations 2015 and 'Guide to the children's homes regulations including the quality standards'.

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