

1263270

Registered provider: Aspris Children's Services Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is part of a large national organisation. The home is registered to care for up to three children.

Until recently, children had not lived in the home since March 2019. At the time of this inspection, one child was living in the home.

There is a new manager in post. They are applying to registered with Ofsted.

Inspection dates: 1 November 2022

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and widespread failures that mean children and young people are not protected and their welfare is not promoted or safeguarded, and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 7 August 2018

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection:

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/08/2018	Full	Requires improvement to be good
09/05/2018	Full	Inadequate
20/11/2017	Full	Requires improvement to be good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

The home environment is not suitable for the current child's needs. The house is large for one child, with walls that are plainly decorated and no photos or pictures on display. In addition, the home is not sufficiently heated. One staff team member wore a coat throughout the inspection to keep warm.

Leaders and managers failed to complete comprehensive matching assessments before the child moved into the home. Assessments did not detail the child's specific needs to consider whether the newly established staff team had the competence and skills to meet them. This has contributed to the child's needs not being sufficiently understood or met.

Leaders and managers have not ensured that staff have the necessary knowledge and skills to support the child effectively. This is affecting the child's daily life. They are not making sufficient progress and their experiences are often poor. Since the child has lived in the home, their attendance at an education provision has significantly reduced. They are not developing healthy routines and boundaries. Their diet and sleep routine are disrupted.

As a result of the child not being provided with the skilled care that their complex needs require, this is affecting their ability to develop positive and trusting relationships with staff. They are struggling to accept items to help them feel comfortable, loved and cared for. This includes a bedframe and sheets for their mattress. This is detrimental to the child's sense of safety, development and well-being.

Leaders and managers recognise that the child is not making progress. As a consequence, they have taken action to end the child's placement. The manager told the inspector that the child is unhappy. This was confirmed by the views expressed by the child during the inspection. Staff told the inspector that the child does not have a memory book to reflect any positive memories or achievements while living in the home.

How well children and young people are helped and protected: inadequate

There have been no allegations or complaints made by the child. Staff have spoken to the child to ensure that they know how to make a complaint should they wish to do so.

When the child has left the home unexpectedly, staff have followed them and supported them to return home after a short period. This means that staff have always know where the child is and this has prevented them from going missing. In addition to this, staff raised a concern that the child may be leaving the home at

night without their knowledge. Leaders and managers responded to this swiftly. They arranged for agency waking night staff to work in the home to increase the child's safety at night.

However, effective recruitment processes to ensure that agency staff are safe and suitable to care for the child have not been followed. Agency worker recruitment records provide limited information about their experience and training. The date of safeguarding checks is recorded but no other detail is provided. The manager was not able to verify that one agency worker involved in the restraint of the child was suitably trained to use this measure. In addition, not all restraint records include the duration of interventions used. These shortfalls mean that managers cannot be assured that staff have the necessary skills to provide safe and appropriate care to the child.

The child is not being helped to manage their behaviour and feelings safely. Staff have been injured during incidents and extensive damage in the home has occurred. Staff told the inspector that they are worried about their safety when responding to the child at times of distress. This has prevented staff from intervening to prevent incidents escalating. Strategies such as locking internal doors to restrict the child's access to all areas of the home are used to manage the child's behaviour.

At times when the child's needs have not been managed safely, staff have resorted to calling the police for assistance. As a consequence of this, on one occasion, the child was detained in police custody for many hours. Leaders and managers have not established a joined-up approach with the police to help the child and reduce their involvement in the youth justice system.

The effectiveness of leaders and managers: inadequate

The home is not managed effectively. Due to staffing shortages, the manager provides care to the child on an almost daily basis. This has negatively affected their ability to develop in their new role and complete management tasks.

Leaders and managers ensure that the physical environment is safe. Damage in the home that poses a health and safety risk is repaired promptly. However, more cosmetic damage, such as damage to walls and curtain fixtures, is awaiting repair. This does not create a homely environment to support the child's sense of belonging.

Staff do not receive supervision that supports their development and well-being effectively. Feedback from staff overwhelmingly described them feeling exhausted and experiencing a negative impact on their emotional health. Despite these difficulties, staff spoke about the child with warmth and empathy throughout the inspection.

Leaders and managers have not ensured consistent recording of the child's experiences. While incident records are mostly detailed, the child's daily records are of a poor quality. This prevents effective management oversight to review the quality

of care provided to the child. Strategies detailed in plans are not effective in meeting the child's needs. Some actions simply guide staff to monitor the child's behaviour.

Following this inspection, the new responsible individual and the child's placing authority took immediate action to move the child out of the home. The provider has since applied to Ofsted to voluntarily cancel the home's registration.

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

Statutory requirements

This section sets out the actions that the registered person(s) must take to meet the Care Standards Act 2000, Children's Homes (England) Regulations 2015 and the 'Guide to the Children's Homes Regulations, including the quality standards'. The registered person(s) must comply within the given timescales.

Requirement	Due date
In meeting the quality standards, the registered person must, and must ensure that staff— if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority of the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5(c)) This particularly relates to the registered person ensuring that there is a joined-up approach with the police to help the child and reduce their involvement in the youth justice system.	30 November 2022
The quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— protect and promote each child's welfare;	7 November 2022

provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background; help each child to understand and manage the impact of any experience of abuse or neglect; provide to children living in the home the physical necessities they need in order to live there comfortably; provide to children personal items that are appropriate for their age and understanding; and make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice. (Regulation 6 (1)(a)(b) (2)(b)(ii)(iv)(v)(vii)(viii)(ix))	
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child's behavioural and emotional needs, as set out in the child's relevant plans; help each child to develop socially aware behaviour; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children; de-escalate confrontations with or between children, or potentially violent behaviour by children;	30 November 2022

that each child is encouraged to build and maintain positive relationships with others. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iv)(ix)(xi)(b))	
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(c)(d)(f)(g)(i)(ii)(h))	7 November 2022
Restraint in relation to a child is only permitted for the purpose of preventing— injury to any person (including the child);	15 November 2022

serious damage to the property of any person (including the child); or a child who is accommodated in a secure children's home from absconding from the home. Restraint in relation to a child must be necessary and proportionate. (Regulation 20 (1)(a)(b)(c) (2)) This specifically relates to leaders and managers ensuring that staff have the skills to de-escalate and manage the child's behaviour. All staff must be suitably trained in the use of restraint.	
The registered person must ensure that— within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes— a description of the measure and its duration; a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure; within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(iv)(viii)(c)) This specifically relates to leaders and managers ensuring that restraint records provide a detailed account of interventions used, the duration of interventions and the child's views.	30 November 2022
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; or, if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home— if the individual satisfies the requirements in paragraph (3).	2 November 2022

The requirements are that— the individual is of integrity and good character; the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a)(b) (3)(a)(b)(c)(d)) In particular, leaders and managers must ensure that information provides sufficient detail to ensure that agency workers are suitable to care for the child safely.	
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Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people, using the social care common inspection framework. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the 'Guide to the Children's Homes Regulations, including the quality standards'.

Children's home details

Unique reference number: 1263270

Provision sub-type: Children's home

Registered provider: Aspris Children's Services Limited

Registered provider address: The Forge, Church Street West, Woking, Surrey
GU21 6HT

Responsible individual: Paul Collins

Registered manager: Post vacant

Inspector

Louise Bacon, Social Care Inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

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Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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