

# 2612071

Registered provider: Innovate Therapeutic Care Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This home is registered to provide care for up to four children who may experience emotional or behavioural difficulties.

The home's purpose is to provide 16-week placements during which assessment, therapeutic intervention and transition to foster care take place.

The registered manager's post is vacant.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

### Inspection dates: 1 and 2 July 2021

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| <b>Overall experiences and progress of children and young people,</b> taking into account | <b>requires improvement to be good</b> |
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| How well children and young people are helped and protected | requires improvement to be good |
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| The effectiveness of leaders and managers | requires improvement to be good |
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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.

**Date of last inspection:** 11 May 2021

**Overall judgement at last inspection:** inadequate

**Enforcement action since last inspection:** At the last inspection on 11 May 2021, three compliance notices were issued under regulations 12, 13 and 14.

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|----------------------|
| 11/05/2021      | Full            | Inadequate           |

## Inspection judgements

### **Overall experiences and progress of children and young people: requires improvement to be good**

This home was judged to be inadequate at the last full inspection on 11 May 2021. During this inspection, the inspector considered the action the provider has taken to meet the steps in the three compliance notices which were issued at the previous inspection in May 2021.

There were no children living in the home at the time of this inspection. All the children living at the home at the time of the last full inspection have now moved to alternative placements. Two children benefitted from planned moves to foster care placements. However, some children moved very quickly and, although staff had arranged planned introductions, the children refused to engage in these opportunities. Staff tried to ensure that their moves were positive experiences, but there was little opportunity to explore how some of the children were feeling. Staff have continued to provide outreach support for some of the children, which has helped to stabilise these placements. One carer said, 'The move here went well for [name of child]. Staff are visiting her each week for support and she enjoys this.'

Despite shortfalls being identified in one child's care plans, this plan was not updated prior to the child leaving the home. This means that staff were not provided with clear written guidance to support the child in order to provide consistent care for children.

There have been no new admissions to the home. However, the responsible individual has reviewed the admissions procedure to make improvements. A new impact risk assessment has been developed to support the manager to make informed decisions about whether children's needs can be safely met prior to admitting them to the home.

A new child-friendly welcome pack has been developed to better support children's transition to the home. This will provide children with accessible information about the home and what they can expect when they arrive. In addition, a new booklet has been designed to capture children's likes, dislikes, hobbies and interests, to help staff to prepare and plan their admission.

### **How well children and young people are helped and protected: requires improvement to be good**

Some children's risk management plans have not been updated and some documents contain unclear and conflicting guidance. This means that staff do not have access to all the information they need to support children to stay safe.

The responsible individual has introduced a new risk assessment toolkit which is designed to capture the full range of risks children are vulnerable to. This is

supplemented by a new risk management plan to detail the strategies staff must use to support children to stay safe. In addition, a system is now in place to alert staff to any changes in children's risk management plans so that they can familiarise themselves with the new information.

All staff have completed additional training to support them to manage children's relationships more safely. Staff speak confidently about how they would identify risks and the actions they would take to deal with incidents of bullying.

### **The effectiveness of leaders and managers: requires improvement to be good**

The registered manager's post is vacant. The previous postholder has left the company and a new manager has not yet been recruited. In the interim, the home is being led by the responsible individual.

No children have been living at the home for several weeks. The responsible individual has used this time to develop an action plan to address the shortfalls identified at the last full inspection. Staff have also received additional training to better equip them with the skills and knowledge they require for their role. Staff told the inspectors that they valued this training and used it as an opportunity for reflective practice. One member of staff said, 'It has given us the time and space to gel better as a team.'

Shortfalls were identified in the manager's oversight of care planning and risk management. For example, children's care plans and risk management plans have not been updated and some records of significant incidents in the home have not been reviewed by the manager. Furthermore, the quality of record-keeping is variable. Some documents were not signed and dated by the author of each entry.

The responsible individual has a good understanding of the home's strengths and weaknesses. She has developed new and more robust monitoring systems to support the management team to make continuous improvements to the quality of care provided in the home. However, this system has not been adopted yet, so it is too soon to assess the impact of this on practice.

Compliance notices in respect of regulation 12 (the protection of children standard), regulation 13 (the leadership and management standard) and regulation 14 (the care planning standard) were considered met. A number of requirements and recommendations made at the previous full inspection are repeated as there was insufficient evidence of the impact of the improvements in practice.

Ofsted will continue to monitor the provider closely to ensure that improvements are sustained.

## 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       |
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| <p>The children's views, wishes and feelings standard is that children receive care from staff who—</p> <p>develop positive relationships with them;</p> <p>engage with them; and</p> <p>take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives.</p> <p>help each child to express views, wishes and feelings;</p> <p>help each child to understand how the child's views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child.<br/>(Regulation 7 (1)(a)(b)(c)(ii)(iii))</p> <p>This relates to staff ensuring that children's complaints are heard and acted on.</p> | 29 August 2021 |
| <p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p>                                                                                                                                                                             | 29 August 2021 |

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| <p>understand and communicate to children that bullying is unacceptable; and</p> <p>that each child is encouraged to build and maintain positive relationships with others.<br/>(Regulation 11 (1)(a)(b)(c) (2)(a)(iii)(xii)(b))</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |
| <p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>assess whether each child is at risk of harm, taking into account information in the child’s relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;</p> <p>manage relationships between children to prevent them from harming each other. (Regulation 12 (1) (2)(a)(i)(iv))</p>                                                                                                                                                                                                                                                                                                                                            | <p>29 August 2021</p> |
| <p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home’s statement of purpose;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home.<br/>(Regulation 13 (1)(a)(b) (2)(a)(f)(h))</p> | <p>29 August 2021</p> |

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| <p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that arrangements are in place to—</p> <p>ensure the effective induction of each child into the home. (Regulation 14 (1)(a)(b) (2)(b)(i))</p>                                                                                            | <p>29 August 2021</p> |
| <p>The registered person must ensure that—</p> <p>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>has spoken to the user about the measure; and</p> <p>has signed the record to confirm it is accurate; and</p> <p>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)(b)(i)(ii)(c))</p> | <p>29 August 2021</p> |
| <p>The registered person must maintain records ("case records") for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child;</p> <p>are kept up to date; and</p> <p>are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))</p>                                                                                                                                                                                                                                              | <p>29 August 2021</p> |

## Recommendations

- The registered person should ensure that additional scrutiny takes place in relation to information received about a prospective employee. ('Guide to the children's home regulations including the quality standards', page 61, paragraph 13.1)
- The registered person should ensure that any consequences used to address poor behaviour are restorative in nature, to help children recognise the impact of their behaviour on themselves, other children, the staff caring for them and the wider community. In some cases, it will be important for children to make reparation in some form to anyone hurt by their behaviour, and the staff in the home should be skilled to support the child to understand this and carry it out. ('Guide to the children's home regulations including the quality standards', page 46, paragraph 9.38)
- The registered person should ensure that there is a written policy which describes how any closed-circuit television or other monitoring equipment will support the safeguarding and well-being of those living and working in the home in accordance with regulation 24. The home should obtain written consent for any monitoring or surveillance from the placing authority at the time of placement. ('Guide to the children's home regulations including the quality standards', page 16, paragraph 3.16)

## 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:** 2612071

**Provision sub-type:** Children's home

**Registered provider:** Innovate Therapeutic Care Limited

**Registered provider address:** 15 Friars Street, Ipswich IP1 1TD

**Responsible individual:** Dana Ashley

**Registered manager:** Sean Parkin

## Inspectors

Sophie Thomson, Social Care Inspector  
Chris Scully, Social Care Inspector

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