

SC003884

Registered provider: One To One Crisis Intervention Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home is registered to care for one child. It is part of a small organisation in the south west of England.

Inspection dates: 21 to 22 May 2019

Overall experiences and progress of children and young people, taking into account

requires improvement to be good

How well children and young people are helped and protected

requires improvement to be good

The effectiveness of leaders and managers

inadequate

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: 27 February 2019

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/02/2019	Interim	Sustained effectiveness
26/04/2018	Full	Good
04/10/2017	Full	Requires improvement to be good
10/11/2016	Interim	Improved effectiveness

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
6: The quality and purpose of care standard (1) The quality and purpose of care standard is that children receive care from staff who– (a) understand the children's home's overall aims and the outcomes it seeks to achieve for children; (b) use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. (2) In particular, the standard in paragraph (1) requires the registered person to– (a) understand and apply the home's statement of purpose; (b) ensure that staff– (i) understand and apply the home's statement of purpose; (ii) protect and promote each child's welfare; (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; (v) help each child to understand and manage the impact of any experience of abuse or neglect; (vi) help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult; (viii) provide to children personal items that are appropriate for their age and understanding; and (ix) 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.	30/06/2019

12: The protection of children standard (1) The protection of children standard is that children are protected from harm and enabled to keep themselves safe. (2) In particular, the standard in paragraph (1) requires the registered person to ensure– (a) that staff– (i) 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; (ii) help each child to understand how to keep safe; (iii) have the skills to identify and act upon signs that a child is at risk of harm; (v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; (vi) take effective action whenever there is a serious concern about a child’s welfare; and (vii) are familiar with, and act in accordance with, the home’s child protection policies. (b) that the home’s day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm; and (e) that the effectiveness of the home’s child protection policies is monitored regularly.	30/06/2019
13: The leadership and management standard (1) The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that– (a) helps children aspire to fulfil their potential; and (b) promotes their welfare. (2) In particular, the standard in paragraph (1) requires the registered person to– (a) lead and manage the home in a way that is consistent with	30/06/2019

the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; (b) ensure that staff work as a team where appropriate; (c) ensure that staff have the experience, qualifications and skills to meet the needs of each child; (e) ensure that the home's workforce provides continuity of care to each child; (f) 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; (g) demonstrate that practice in the home is informed and improved by taking into account and acting on– (i) research and developments in relation to the ways in which the needs of children are best met; and (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.	
16: Statement of purpose (1) The registered person must compile in relation to the children's home a statement ('the statement of purpose') which covers the matters listed in Schedule 1. (3) The registered person must– (a) keep the statement of purpose under review and, where appropriate, revise it; and (b) notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision.	30/06/2019
28: Fitness of manager (1) A person may only manage a children's home if– (a) the person is of integrity and good character; (b) having regard to the size of the home, its statement of purpose, and the number and needs (including any needs arising from any disability) of the children– (i) the person has the appropriate experience, qualification and skills to manage the home effectively and lead the care of children.	30/06/2019

Inspection judgements

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

Expert direction and support, which are available to support the staff, are not accessed. The complex and distorted boundaries in the young person's thoughts and behaviour are not well managed. Staff have tried to manage this area of care informally, and this has led to inconsistencies and concerns. Immediate action was taken by the registered individual during this inspection to access expert support.

The young person has made remarkable progress in some areas of their life, from their starting point. For example, they are in full-time education and are proudly undertaking seven GCSEs. They hold aspirations for the future and they are being supported to reach their goal.

The young person has made good relationships with staff. Staff advocate well on their behalf. This has supported trusting and respectful relationships to flourish.

The young person's emotional resistance has improved. They can manage their emotions better and their communication skills are much improved. The inspector observed the young person giving clear arguments to the manager about why something should or shouldn't happen. The young person spent time with the inspector and talked openly about their life. This demonstrated remarkable progress since the last inspection.

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

Not all safeguarding concerns are identified or managed well. This means that when there are indicators that the young person is at potential risk of harm, action is not always taken. There is no current evidence of this impacting on the young person.

At times, the young person has the balance of power in the home. To avoid conflict, staff can be reluctant to challenge. On one occasion, a member of staff locked themselves in the office for their own safety. This reflects the lack of skill held by staff.

Restrictive practice is commonplace within the home. This approach is not always in response to high-risk situations. At times, the restrictions are about the anxieties of the staff. This frustrates the young person, as they try to make sense of confusing and conflicting decisions.

The arrangements in place in respect of safer recruitment are effective. Good systems ensure that the staff employed are appropriate and well vetted.

The effectiveness of leaders and managers: inadequate

Leaders are culpable for the shortfalls identified during this inspection. The manager does not hold the relevant professional knowledge required to ensure that care is safe and effective. In addition, the manager has not ensured that staff have the required training to respond to the young person's presenting needs.

The registered manager has not sought the much-needed expert advice available to meet the complex and specific needs of the young person. This has resulted in an inconsistent approach to care and situations where risks are not managed.

The registered manager does not always communicate effectively with other agencies. At times, important information is not shared. This prevents other agencies from monitoring and responding to potential risks or poor levels of care.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the difference made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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 whom it is trying to help, protect and look after.

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: SC003884

Provision sub-type: Children's home

Registered provider: One To One Crisis Intervention Ltd

Registered provider address: 5 Newton Road, Kingsteignton, Newton Abbot, Devon TQ12 3AL

Responsible individual: Annie Westbrook

Registered manager: Andrew Edwards

Inspector(s)

Tracey Ledger, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
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