

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 who may have some behavioural and/or emotional difficulties.

Inspection dates: 26 to 27 April 2018

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

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

The effectiveness of leaders and managers requires improvement to be good

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 4 October 2017

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/10/2017	Full	Requires improvement to be good
10/11/2016	Interim	Improved effectiveness

16/06/2016

Full

Good

14/03/2016

Interim

Sustained 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
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. In particular, arrangements should be in place to ensure that incidents that take place in the home have robust oversight from a manager who was not involved in or who wrote the report in respect of an incident. In addition, internal investigations undertaken should ensure that any conclusions reached are evidenced based and factually correct.	30/06/2018
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— (2)(e) ensures that the children's workforce provides continuity of care to each child; (h) use monitoring and review systems to make continuous improvements to the quality of care provided in the home. In particular, ensure that the management of the home has day-to-day oversight of all aspects of the home and reviews the care delivered to children on a regular basis.	30/06/2018
14: The care planning standard (1) The care planning standard is that children— (a) receive effectively planned care in or through the children's home; Care planning must be proactive and consistently reviewed.	30/06/2018
19: Behaviour management and discipline (1) no measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in	30/06/2018

relation to any child.

In particular, when staff remove items to support them to manage behaviour, a review of this arrangement must take place in a timely way.

Inspection judgements

Overall experiences and progress of children and young people: good

Young people who live in this home benefit from living within a residential area, close to all the amenities that they may require. The home is within minutes of vast areas of natural beauty and this provides a multitude of opportunities for children to enjoy the countryside and the coast. As a result the young person has been able to engage with the local community and make some positive friendships.

The young person who lives in this home benefits from positive relationships with the core staff who care for them. Relationships are built upon honesty, trust and respect. Interactions observed by the inspector were positive, warm and nurturing. The young person appreciates these relationships and feels supported by some staff.

The core staff who work alongside the young person know them really well. They understand what is expected of them in terms of the care they deliver, and are able to demonstrate that they can adapt their approach to de-escalate the majority of incidents. As a result, physical intervention is not currently used within the home.

Children are supported well to access services to meet their health and emotional needs. For example, the use of a therapist has enabled the young person to start opening up about their childhood experiences and start to address these in a safe way. In addition, the therapist works very closely with the staff at this home to ensure that their care takes into account the child's therapeutic journey.

Young people who live in this home are supported to attend education. When they are not being provided with appropriate education, staff advocate well on their behalf to ensure that this is addressed. There have been delays in respect of education being provided in line with legal entitlements. This has been appropriately and robustly challenged by the acting manager.

Children are cared for by a small team of staff on a one-to-one basis. While the majority of care is consistent in terms of staffing, there have been a number of changes.. This has meant that for two days a week care is not always delivered by the same staff, resulting in changes for the young person.

There are some circumstances in which the young person holds the balance of power in this household. For example, they refused to switch the television off and go to bed. This resulted in them sleeping on the sofa for a prolonged period of time. The resolution

to this came when staff started removing the television overnight. These arrangements were effective. However, they have not been reviewed for two months. This has resulted in the approach to care and the feel of the home during the daytime becoming institutionalised.

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

There has been one internal investigation undertaken since the last inspection. This investigation was undertaken by the designated safeguarding lead for the organisation. Despite the fact that the allegation made could not be proved or disproved by the investigator, they reached the conclusion that they believed the member of staff's account over that of the child. There was no evidence to support this conclusion, given that it was one person's word against the other's. This demonstrates an over-optimistic approach to allegations in respect of staff.

The inspector reviewed one significant incident that took place in February this year. The incident form was completed by the acting manager, who was present and fully involved in the incident. Likewise, the management oversight of this incident was completed by the same manager. This approach to practice is in danger of being insular and is not transparent. The lack of independent oversight and review could result in areas of poor practice going unchallenged.

Any concerns that are raised by young people in respect of the staff who care for them are initially managed and escalated well. There have been three referrals made to the designated officer since the last inspection. The designated officer reported to the inspector that these referrals were appropriate; none reached a threshold for formal investigation.

There have been no safeguarding concerns raised in respect of young people since the last inspection. Good arrangements are in place around known risks for the young person. As a result, the young person is supported to remain safe, particularly when they access the internet and when they are out and about in the community.

The arrangements in place in respect of the employment of staff are good. Safer recruitment processes are in place to ensure that appropriate checks are undertaken in respect of new staff's suitability prior to their employment starting. This means that the organisation takes the necessary steps to reduce possible risks for children.

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

There have been significant issues in respect of the consistency of leadership and management within this home. There has been no registered manager in post for the past four months. The manager who has been covering this vacancy has not been actively working here since a significant incident took place in February this year. A new

manager has been employed and they are due to start work imminently. These changes have resulted in some areas of practice not having robust oversight, and have led to multiple changes for the young person.

There have been some changes within the staff group. Some staff work between two homes within this organisation. This means that supervision is undertaken by different managers who do not have day-to-day oversight of this home. This compromises the continuity of leadership and means that any issues regarding practice could be missed. This was an issue raised by the inspector at the last full inspection, and remains common practice.

The lack of a consistent and dedicated manager has impacted on some areas of practice. The inspector noted a number of areas of practice that had not been reviewed in a timely way, for example the removal of the television from the lounge room and the removal of the young person's laptop, which was taken from them eight months ago. The interim manager was able to reflect on how managing two homes can compromise practice.

A small sample of incidents was reviewed by the inspector. One significant incident lacked independent oversight and review. The interim manager had not considered the conflict and concern that result from this approach to practice. However, when this was discussed, they were able to see the shortfall straight away and took to ensuring that all incidents had independent management oversight and review.

The interim manager presented as child focused and dedicated to their work. It was clear that the manager knows the young person well and is able to identify and de-escalate situations before they result in an incident. This was observed by the inspector during this inspection. This manager also advocates well for young people in an authentic and passionate way. The manager's oversight of the home has brought enthusiastic challenge to other agencies when they have not delivered the best service to the young person.

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 differences 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: One to One Crisis Intervention, 5 Newton Road,
Newton Abbot, Devon TQ12 3AL

Responsible individual: Annie Westbrook

Registered manager: Post vacant

Inspector

Tracey Ledder: social care inspector

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