

SC068205

Registered provider: One to One Crisis Intervention Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home provides care for one child who may experience behavioural and/or emotional difficulties. It may also care for children who have a learning disability.

The manager was registered with Ofsted in March 2021.

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 date: 21 June 2021

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: 19 November 2019

Overall judgement at last inspection: outstanding

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
19/11/2019	Full	Outstanding
06/02/2019	Full	Outstanding
21/09/2017	Full	Outstanding
12/01/2017	Interim	Sustained effectiveness

Inspection judgements

Overall experiences and progress of children and young people: good

The previous child lived here for five years. He made exceptional progress in all aspects of his life. Significant positive relationships with staff helped him with a smooth transition into adulthood. The social worker stated that 'the transition was exceptional'. The local authority now uses this approach as an exemplar for other provisions supporting children moving on. Ongoing contact with the manager and staff continues to help the young person.

Another child moved into this home in April. Staff managed risks well until a recent significant deterioration in presenting behaviour. The registered manager acted quickly to ensure a multi-agency approach to manage the increasing risks. The agreed plan is reviewed regularly to respond to new and emerging concerns.

All agencies acknowledge that this provision is not the right one for this child. Staff have worked tirelessly to ensure that the child can move on in a planned way. Other agencies have stated that 'the staff have gone over and above' what is expected. Staff continue to care in a child-focused way. At times, this has been under extreme pressure and with staff facing violence and aggression. Despite this, they continue to provide care in a consistent and nurturing way.

The child accesses educational and additional activities such as football and scooting. The child has developed confidence in the home, for example he was able to spend time talking to the inspector. Staff did not expect him to be able to manage this. The child was proud to show the inspector how he was taught to do a backflip in a matter of minutes. It was evident that he has built relationships with staff and he looked to them for reassurance.

Staff help facilitate positive and meaningful time between the child, his family and other important people. Staff have established positive relationships with parents, to whom they provide emotional and practical support.

Due to several incidents of concern, the house had boarded-up windows and damage to walls and doors. Despite this, steps have been taken to ensure that the environment is as warm, nurturing and as safe as possible.

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

One member of staff told the inspector that they had a concern in respect of the completion of records. The staff member also advised that they had talked this concern through with other staff. None of the staff had escalated this in line with policy and procedure. This means that managers were not aware of the concern. The registered manager assured the inspector that she would investigate as a matter of urgency.

At times, staff have not acted quickly enough to access support during dangerous incidents. This has led to staff getting hurt and significant damage to the home.

Staff are faced with growing challenges. The risks in respect of the child have increased significantly. Regular multi-agency meetings take place to ensure a collaborative approach to safeguarding and risk management. Staff know the child well and are clear about the expectations on them to manage risks.

When children go missing from home, staff act to try and return them quickly and safely. Staff follow the child currently living in the home and get on trains so that they know he is safe and they know where he is traveling to. This has significantly reduced the times the child is reported missing to the police.

The arrangements in place to store and administer medication are robust. Staff understand what medication is for and any associated dangers. Staff seek medical advice if they have any worries or concerns.

Systems are in place to ensure that everyone knows how to evacuate the building in the event of an emergency. Additional fire-reduction strategies are in place due to a current increased risk. Staff understand this risk well and take action to reduce the risk of fire.

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

Contingency planning to cover the absence of the registered manager is weak. This has resulted in the registered manager having additional tasks when they return from leave and everyday tasks not completed. For example, not all incidents have good managerial oversight. This means that staff are not always challenged about the records, which can leave unanswered questions. There is no evidence that this has impacted on the young person and is mitigated, at times, by good debriefs.

Staff are not provided with practice-related supervision when they work at more than one provision. This prevents them from having dedicated time to reflect on and discuss practice. In addition, managers do not always share any practice worries or concerns. This prevents managers from providing the right amount of support and oversight.

The registered manager has children at the heart of her practice and leads by example. She is reflective in her practice and this ensures that all decisions in respect of the care provided are thought through and evidenced based. Despite increased recent pressure, care is planned, consistent and not responsive.

The registered manager seeks support from other agencies when required. For example, health professionals have helped staff consider and implement new ways of communicating with children who have suffered significant trauma. These consultations then inform how staff care for children.

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
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— 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; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1) (2)(a)(i)(v)(vii)) In particular, ensure that all staff act in line with policy and procedures when they have any concerns. Ensure that staff know when to act and get help to manage escalating or dangerous situations.	31 July 2021
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. In particular, the standard in paragraph (1) requires the registered person to—	31 July 2021

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. (Regulation 13 (1)(a) (2)(a)) In particular, ensure that there is adequate cover to manage the day-to-day running of the home in the absence of the registered manager. Ensure that key documents such as incident records have robust management oversight that identifies areas for clarification and take steps to understand these fully. Ensure that managers across the organisation share appropriate information with their peers to allow them to provide the right level of support and oversight.	
The registered person must ensure that all employees — undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(a)(b)) In particular, ensure that staff who work across several provisions receive practice-related and meaningful supervision relating to each child and their home.	31 July 2021

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: SC068205

Provision sub-type: Children's home

Registered provider: One to One Crisis Intervention Limited

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

Responsible individual: Annie Westbrook

Registered manager: Heather Early

Inspector

Tracey Ledder, Her Majesty's Inspector, Social Care

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