

Children's homes inspection – Full

Inspection date	03/10/2016
Unique reference number	1231525
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Cambian Childcare Ltd
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU

Responsible individual	Anthony Gallaher
Registered manager	Laura Burton
	Aimee Weaver
Inspector	Ann-Marie Born

Inspection date	03/10/2016
Previous inspection judgement	N/A
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Good

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Summary of findings

The children's home's provision is good because:

- A persistently resilient staff team demonstrates genuine care for the young person and provides her with consistent messages.
- The young person is achieving to the best of her ability within a school environment and working towards mainstream education.
- A strong behaviour management plan ensures that all of the young person's individual needs are well planned for, leading to improvement.
- Consistent care allows young people to learn the benefits of behaving appropriately. This reduces the need for physical intervention.
- The young person's bonds with the staff team mean that there have not been any missing episodes.
- The committed and constructive manager works in partnership with all relevant agencies to provide the young person with the best possible care.
- Although there have been a number of changes in personnel, a well-trained and well-supported staff team provides consistent care.

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

Statutory requirements

This section sets out the actions which must be taken so that the registered person(s) meets 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
<p>10: The health and well-being standard</p> <p>(2) In order to meet the health and well-being standard, with particular reference to young people's health plans including work to be undertaken by the in-house psychologist, the standard in paragraph (1) requires the registered person to ensure:</p> <p>(a) that staff help each child to:</p> <p>(i) achieve the health and well-being outcomes that are recorded in the child's relevant plans.</p>	04/11/2016

Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Any home using CCTV or other monitoring equipment should have a written policy describing how this will support the safeguarding and well-being of those living and working in the home in accordance with regulation 24. ('Guide to the children's homes regulations including the quality standards', page 16, paragraph 3.16)
- Children should be supported to express themselves as individuals and should be given an appropriate degree of freedom and choice in relation to day-to-day arrangements for their care, depending on their individual needs and the setting in which they are cared for. In particular, that they should have the option of taking a bath if they wish. ('Guide to the children's homes regulations including the quality standards', page 17, paragraph 3.21)

Full report

Information about this children's home

This is a privately owned children's home. It is registered to provide care for one child or young person who may have emotional or behavioural difficulties. This is the home's first full inspection since its registration in April 2016.

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
<p>The staff and young person moved to this new property in April 2016. The management team specifically chose this house with the young person's needs in mind. Her request was to live in a house with an 'upstairs bedroom and small rooms like a real home'. She participated in choosing decorations and soft furnishings, making this building very much her home. This promotes a sense of belonging and feeling valued. A psychologist said, 'She is very clear with me that she wants to remain here.'</p> <p>The detached property is set in its own gardens in a small cul-de-sac. The young person takes real pride in caring for her rabbit in the garden. This provides her with the opportunity to safely demonstrate care for another living creature while learning new skills. A large, comfortably furnished lounge is adjacent to the dining room where the young person and staff enjoy meals together, as they would in a family home. The young person's only grumble with the home is that she would choose to have a bath rather than a shower. There is a bath, but low water pressure means that she is not able to use it.</p> <p>Very good care plans incorporate all aspects of the young person's holistic needs. She is supported to see records written about her, although she does not like being asked to comment upon or sign them. The young person has a copy of her own 'Child-friendly care plan' to keep and is encouraged to attend reviews. The staff team's diligent attention to the young person's needs has meant that she has been able to make progress in all aspects of her development. This enhances her future life opportunities. An independent reviewing officer (IRO) said, 'They (the staff) are amazing at reading the cues from (Name). In the review meetings they are great at that as well. She is able to be supported by staff to listen to the things it's important to hear.'</p> <p>The caring staff team constantly and consistently demonstrates warmth and affection to the young person, within appropriate boundaries. Over time, this has empowered her to trust individual staff members and to start to engage with the care provided. This growth in self-esteem and feelings of self-worth not only enrich the young person's life, but also give her the confidence to engage in inclusive activities in the community, such as attending a local youth club. The manager said of the staff, 'They're all very fond of (Name), she's not just a job, she's part of their lives.'</p> <p>The young person is enrolled at the company's own school where she has 80% attendance. The staff ensure that they support her with this by making sure that</p>	

she is up, dressed in her school uniform and has had breakfast in time for her to go to school. They also provide a member of staff to support her in the classroom during the times she may 'struggle' with her behaviour. As a result, the young person has made considerable progress over the last school year. Consequently, there are plans to cease the support in school and to integrate her into a local mainstream education provision. This will not only enhance her learning opportunities and future employment chances, but also provides opportunities for making friends.

The young person's generic health needs are well met. Staff also persist in ensuring that medication is taken as prescribed for medical conditions. In addition, the young person is encouraged to eat a healthy, well-balanced diet and to take responsibility for her personal hygiene. As a result, the young person is beginning to understand the importance of a healthy lifestyle.

Due to a vacancy in the company's therapeutic team, the young person did not receive identified psychological support as she should, nor did the young person's health plan include how these interventions were to be met. The appointment of a new psychologist has meant that the young person has now been receiving weekly sessions since 25th July, although the health plan has yet to be updated appropriately. The therapeutic sessions, coupled with the staff's consistent positive messages, are contributing to improvements in the young person's emotional and psychological well-being. An independent reviewing officer said, 'My only concern has been the delay in therapy, but even without that she has had the nurturing approach from the team, which has made a difference.'

The young person confidently expresses her wishes and feelings daily. She states that she does not like staff changes, but makes it very clear that she will only work with certain individuals, meaning that some team members have moved on. Both the core staff team and new workers are committed to ensuring that the young person receives the best possible care to empower her growth in self-esteem and well-being. This is enabling her to learn how to express her views and requests in a less aggressive and more productive manner.

The young person has improved abilities in expressing herself safely and in a positive manner. This has led to staff encouraging her to participate in community activities. These include swimming, attending young people's gymnasium sessions and a youth club, as well as maintaining contact with a friend in her home town. All of these contribute to the young person's growth in social skills, enhancing her well-being.

The home fully supports the young person to have regular contact with important family members, in line with her care plan. This includes facilitating face-to-face contact as well as telephone calls whenever she wishes. In addition, the home sends regular reports to the young person's parents so that they can see what progress she is making. This ensures that she is able to maintain familial and

cultural links, which sustain the young person now and in her future adult life. The young person's parent said, 'They're doing really good with her. I was always happy with them ringing.'

	Judgement grade
How well children and young people are helped and protected	Good
<p>Consultation with relevant professionals has contributed towards the completion of a suitable locality risk assessment. It provides a clear picture of any risks in the neighbourhood and how to address any concerns.</p> <p>A comprehensive range of risk assessments cover all aspects of the young person's vulnerabilities. These are reviewed regularly and updated, both as part of the manager's monitoring procedures and as situations arise, such as after concerns about internet safety were identified. This good practice ensures that all staff are aware of current risks and how to combat them. They support the young person to understand why adults may have concerns. This leads to young people starting to develop self-protection skills. This also provides young people with a sense of security while ensuring that appropriate safeguards are in place.</p> <p>Regular fire drills ensure that the young person and all staff would know what to do in case of an emergency. The 'emergency fire bag' not only contains relevant contact numbers and information in case the home has to be vacated suddenly, but also slippers for the young person. This safeguards the young person while still providing nurturing and warmth.</p> <p>The home's missing person policy complies with locally agreed protocols. Individual assessments comprehensively detail whether a young person may go missing. Such is the young person's bond with staff in the home that there have not been any missing episodes. An IRO said, 'She's made exceptional progress there. From where she was in (previous home's name) to now has been phenomenal.'</p> <p>Good partnership working with a local child sexual exploitation coordinator ensures that any such worries are appropriately shared, such as untoward approaches made to young people via the internet. This not only protects this young person, but provides important information to safeguard other young people.</p> <p>As detailed in the home's statement of purpose and individual consent agreements, the home uses an electronic monitoring system. There is a company policy in place for the use of closed circuit television. However, this does not cover the unique aspects of this home, and therefore does not clearly explain why such a security</p>	

system is necessary.

The resilient and committed staff team provides the young person with consistent boundaries in line with her agreed behaviour management and crisis intervention plans. This ensures that she knows what is expected of her and how to achieve positive outcomes. However, the young person's complex needs mean that, on occasions, she does not respond appropriately, leading to physical and verbal assaults on staff. Nevertheless, the manager and staff persist in adhering to boundaries and acting as good role models. A social worker reported, 'It is clear that carers enjoy being with my child and care about her, in spite of regular verbal and physical aggression to them from her.'

As a result of the staff's concerted approach to managing the young person's behaviours, there have been fewer violent incidents as she accepts that the staff team does care about her. Physical intervention is still necessary on occasion to prevent injury but the young person is responding to the reward system identified for her and so there has been a marked reduction in such episodes. As a result of these improvements, the young person is able to engage more with inclusive activities in the community, thereby broadening her horizons. A staff member said, 'She has achieved so much, going from a four-to-one staffing level to one-to-one, and she is able to go out in the community, which is fabulous.'

	Judgement grade
The impact and effectiveness of leaders and managers	Good
<p>The committed and proactive manager has been managing children's homes since February 2015. She manages both this and a sister home at present. She holds a social work degree and is part way through the level 5 leadership qualification. She is fully supported by a very able deputy manager. Together they form a strong management team, which motivates and enthuses staff members. The young person trusts them both and sees them as integral to her care.</p> <p>There has been a marked turnover in staff since the last inspection. This is partly because the young person is very definite about who she will have in her home and who she will interact with. A core staff team has provided the young person with consistent care, reducing levels of disruption and enabling her to form significant bonds. A psychologist said, 'The staff team has stuck by her in really, really difficult circumstances.'</p> <p>The management team has worked hard to appoint suitable staff members who work very well with each other and have genuine care for the young person. This means that not all staff have the requisite level 3 care qualification at this time,</p>	

although some hold relevant degrees, for example in social care and psychology. However, all staff are either participating in this training or awaiting enrolment, which will ensure that the regulation is met.

Staff report how well they feel supported by the manager and deputy. A good induction and training programme ensures that they fully understand their roles and responsibilities and have the appropriate skills to meet the young person's needs. Regular supervision and annual appraisals inform practice. As a result, people who can meet her needs care for the young person. A staff member said, 'Supervision is very good and supportive, especially when I've found some situations difficult.'

The home has recently appointed a new independent visitor after the manager was unhappy at the quality of the previous service. This proactive approach ensures that the impact of the external visitor is evident in promoting the safety and well-being of the young person.

The management team's internal monitoring processes are robust and thorough. Any shortfalls identified are swiftly addressed. For example, ensuring that all staff receive training in areas such as trauma and behaviours and the prevention of child sexual exploitation. They also ensure that the young person, family members, staff and professionals have an opportunity to express their views. As a result, all are able to contribute to positive outcomes for the young person.

The home's statement of purpose provides a clear picture of the care provided, ensuring that young people are appropriately placed. The delight that the staff team takes in the young person's successes demonstrate that the home is meeting its ethos. This states that, 'young people's successes however small will be fully celebrated and acknowledged within the home and the staff team will take pride in the young people's achievements.'

Young people receive their own brightly coloured 'Children's guide'. This booklet has a range of photographs and provides them with a wealth of information on the home itself, the neighbourhood, the company school, independent advocates and the staff team. The guide is personalised for each individual and answers many questions. This sensitive delivery of information can support the start of the bonding process for young people with the home.

Good professional relationships between the home and partner agencies ensure that the young person's unique and diverse needs are met. The home maintains communication with family members as directed in the young person's care plan. This ensures that family members are kept informed as well as being able to have regular face-to-face and telephone contact.

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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'.

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