

Children's home – Monitoring visit

Inspection date	29/11/2016
Unique reference number	1225371
Type of inspection	Monitoring
Provision subtype	Children's home
Registered provider	Cambian Childcare Ltd
Registered provider address	4th floor, Waterfront, Hammersmith Embankment, London W6 9RU
Responsible individual	Barry Cotterill
Registered manager	Christopher White
Inspectors	Elaine Allison & Michelle Edge

This monitoring visit

The home was judged inadequate at the full inspection on 19 October 2016. The inspection found that there was a lack of effective action taken by the manager in response to serious safeguarding concerns. Safer recruitment processes had not been followed, and there was a lack of suitable training provided to staff to equip them with the knowledge and skills to meet the needs of all the young people living at the home. Furthermore, due to the lack of management presence within the home, monitoring was ineffective, and risks that affected young people's welfare and safety were not clearly identified or adequately addressed.

Since the last inspection, one placing authority has made a decision to move their young person to a new children's home. One other young person has remained in the placement.

On 29 November 2016, Elaine Allison and Michelle Edge, social care regulatory inspectors, completed an unannounced monitoring visit. The purpose of the visit was to assess the progress made in meeting three compliance notices issued under section 22A of the Care Standards Act 2000. These relate to the Children's Homes (England) Regulations 2015: regulation 12, the protection of children standard; regulation 13, the leadership and management standard; and regulation 32, the fitness of workers standard.

The provider has taken steps to improve staff responses to all safeguarding concerns. A team meeting took place on 22 November 2016. The responsible individual and registered manager used this opportunity to check individual staff members' knowledge of safeguarding practice. Staff members were provided with

safeguarding scenarios and individual worksheets to complete which were designed to test their knowledge and reinforce what action they must take in the event of an allegation or safeguarding concern. The role of the local designated officer was also reiterated. One staff member said, 'We all have had to look at what we do in the home and what we are responsible for. It's our job to make sure that we keep the young people safe.' Overall, staff members are now clearer and more confident about their role.

Young people's risk assessments have improved, with each having been reviewed and fully updated. This means that risks are more clearly identified and now include strategies to guide staff in how to manage and minimise incidents. As a result, young people's welfare is promoted more effectively, and staff members are better equipped to recognise and respond to concerns.

Effective action has been taken to ensure that the bedroom, front- and back-door alarm systems are now in place and are working. These measures are stipulated in the home's own statement of purpose and are used as an additional safeguarding measure to protect young people from harm.

The provider has taken appropriate action to ensure that the day-to-day management of the home has improved. The responsible individual, with assistance from the registered manager, implemented a detailed action and improvement plan. This showed the actions taken to meet the three compliance notices. The responsible individual has also introduced a performance development plan for the registered manager to support his ongoing professional development. High levels of direct support have also been provided for staff and the registered manager, who is now more visible within the home. Furthermore, the registered manager now conducts management audits which are sent to the responsible individual on a monthly basis. These audits allow for trends and patterns to be analysed by senior managers and for action to be taken to respond to these, should it be necessary.

A full training matrix is now available within the home. This provides a good overview of each staff member's training needs. Mandatory training for all staff is now timetabled and monitored, to ensure timely completion. All staff members have now completed mandatory first-aid training that equips them with the basic skills needed to respond to minor injuries or incidents.

Staff recruitment to the home has improved. For example, the registered manager has ensured that a new staff member's recruitment file was scrutinised so that they could be assured that required information, such as references, gaps in employment and confirmation of qualifications, was in place. However, procedures could be strengthened further by ensuring that all start dates are recorded on recruitment documentation and that the dates that references are received and verified are also included. Additionally, the records should identify how decisions about appointments are made, especially when references contain no details

about the staff's prior performance and suitability for the role. The registered manager has indicated a commitment to attend 'safer recruitment' training to ensure that robust procedures are followed to safeguard young people living in the home.

No further enforcement action is planned. However, another inspection will take place to review how these improvements are being embedded, and how this is improving the quality of care and the safeguarding of young people.

Information about this children's home

This private children's home provides care and accommodation for up to two young people who may experience emotional and behavioural difficulties.

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

Statutory requirements

This section sets out the actions that 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>11: The positive relationships standard</p> <p>In order to meet the positive relationship standard, the registered person must ensure:</p> <p>(1) that children are helped to develop, and to benefit from, relationships based on:</p> <p>(a) mutual respect and trust;</p> <p>(b) an understanding about acceptable behaviour; and</p> <p>(c) positive responses to other children and adults.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to ensure:</p> <p>(a) that staff:</p> <p>(i) meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>(ii) help each child to develop socially aware behaviour;</p> <p>(iii) encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>(v) communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations, in accordance with the child's age and understanding;</p> <p>(ix) understand how children's previous experiences and present emotions can be communicated through behaviour, and have the</p>	16/12/2016

<p>competence and skills to interpret these and develop positive relationships with children; (x) are provided with supervision and support to enable them to understand and manage their own feelings and responses.</p>	
<p>12: The protection of children standard</p> <p>In order to meet the protection of children standard, the registered person must ensure:</p> <p>(1) 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; (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; (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; (e) that the effectiveness of the home's child protection policies is monitored regularly.</p>	<p>16/12/2016</p>
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard, the registered person must:</p> <p>(1) enable, inspire and lead a culture in relation to the children's home that: (a) helps children to 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 the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; (c) ensure that staff have the experience, qualifications and skills to meet the needs of 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</p>	<p>16/12/2016</p>

<p>use this understanding to inform the development of the quality of care provided in the home;</p> <p>(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p>	
<p>16: Statement of purpose</p> <p>(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.</p> <p>(2) The registered person must provide a copy of the statement of purpose to HMCI and make a copy of it available upon request to:</p> <p>(a) a person who works at the home;</p> <p>(b) a child, or a child for whom accommodation in the home is being considered;</p> <p>(c) a parent of a child, or a parent of a child for whom accommodation in the home is being considered;</p> <p>(d) a child's placing authority; and</p> <p>(e) in the case of a qualifying school, the Secretary of State.</p> <p>(3) The registered person must:</p> <p>(a) keep the statement of purpose under review and, where appropriate, revise it; and</p> <p>(b) notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision.</p> <p>(4) If a home has a website, the registered person must ensure that a copy of the statement of purpose is published on that website, unless the registered person considers that such publication would prejudice the welfare of children in the home.</p> <p>(5) Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose. (Regulation 16 (1)(2)(a)(b)(c)(d)(e)(3)(a)(b)(4)(5))</p> <p>Specifically, the statement of purpose must accurately reflect the conditions of registration.</p>	<p>16/12/2016</p>
<p>32: Fitness of workers</p> <p>Ensure that the registered person recruits staff using recruitment procedures that are designed to ensure children's safety, in particular that full and satisfactory information is available in relation to the individual in respect of each of the matters in schedule 2. (Regulation 32(1)(3)(d))</p>	<p>16/12/2016</p>
<p>36: Children's case records</p> <p>(1) The registered person must maintain records ('case records') for</p>	<p>16/12/2016</p>

<p>each child which:</p> <p>(a) include the information and documents listed in schedule 3 in relation to each child;</p> <p>(b) are kept up to date; and</p> <p>(c) are signed and dated by the author of each entry. (Regulation 36(1)(a)(b)(c))</p>	
<p>40: Notification of a serious event</p> <p>The registered person must notify HMCI and each other relevant person without delay if:</p> <p>(a) a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p> <p>(b) an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>(c) there is an allegation of abuse against the home or a person working there;</p> <p>(d) a child protection enquiry involving a child:</p> <p style="padding-left: 20px;">(i) is instigated; or</p> <p style="padding-left: 20px;">(ii) concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p> <p>(e) there is any other incident relating to a child which the registered person considers to be serious.</p> <p>(5) A notification made under this regulation:</p> <p>(a) must include details of:</p> <p style="padding-left: 20px;">(i) the matter;</p> <p style="padding-left: 20px;">(ii) the other persons, bodies or organisations (if any) who or which have been notified; and</p> <p style="padding-left: 20px;">(iii) any actions taken by the registered person as a result of the matter;</p> <p>(b) must be made or confirmed in writing. (Regulation 40(4)(a)(b)(c)(d)(e)(5)(a)(b))</p>	16/12/2016

Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendation(s):

- Ensure that when children placed in the home are not participating in education because they have been excluded, that they are supported to engage in suitable structured activities. ('Guide to the children's homes regulations including the quality standards', page 28, paragraph 5.15)

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by

the children's home since its last Ofsted inspection.

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Store Street
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