

Children's homes – Interim inspection

Inspection date	24/11/2016
Unique reference number	1159397
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Cambian Childcare Limited
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU

Responsible individual	Lorna Fearon
Registered manager	Post vacant
Inspector	Julie Rimington

Inspection date	24/11/2016
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
<p>The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.</p> <p>This home was judged good at the full inspection. At this interim inspection, Ofsted judges that it has declined in effectiveness.</p> <p>Since the last inspection, the home has had two managers who have not stayed in post. Currently, there is no registered manager. A new manager, although appointed, is not due to start for another month. Therefore, temporary arrangements are in place. The lack of a permanent, confident and experienced manager has resulted in a number of significant shortfalls in practice. This has resulted in the young people not being effectively safeguarded or supported.</p> <p>There is a lack of understanding about the risks that the young people who are involved in exploitative and abusive situations are exposed to. Staff and management are not effective at identifying and responding to risks. Young people are frequently going missing and exposed to further negative influences including drinking alcohol and taking illegal substances.</p> <p>Although there is education provision available on the premises, young people are not regularly attending school and engaging in this. Staff and the management are not helping the young people by ensuring that they have appropriate routines in place. On many occasions, young people do not get out of bed during the day. This results in young people missing education and activities. There is also concern about the young people's intake of healthy food because of them missing mealtimes.</p> <p>A culture of abusive, unhealthy relationships is evident between the young people. Incidents of bullying and manipulation are a regular occurrence with little direct work addressing the impact of this behaviour. Young people do not engage in activities to develop healthier relationships. There appears to be some positive relationships between staff and the young people but these are often used to manipulate situations to the young people's advantage. Staff do not have the confidence or management support to address these issues effectively.</p> <p>Young people are failing to attend medical appointments. This could have a detrimental impact on their physical well-being. Staff do try to encourage young people to attend appointments but have little success. Staff do not feel confident and supported to be more assertive and creative in developing alternative practice.</p>	

Admission practices do not adequately protect new young people or accurately take into account the needs of young people who already live at the home. This has put a strain on already complex relationships and has seen a deterioration of behaviour and engagement of the young people.

The temporary management arrangements are not sufficient, particularly given the complex and extremely challenging behaviours demonstrated by the young people. The monitoring of the quality of care provided to the young people has on several occasions failed to identify the seriousness of incidents. This has led to the provider not sharing a number of notifications relating to serious incidents. In addition, the review of the quality of care is not comprehensive and neither does it include an appropriate degree of evaluation. This lack of management oversight and scrutiny means that the regulator has limited understanding of the safety and progress of young people.

Case records were under review at the time of inspection as there are a number of shortfalls in the way that information is recorded and the access that young people have to their records. Shortfalls in particular, relate to how staff log and record young people's missing episodes. These shortfalls mean that risks are not always seen as part of a bigger picture about the young person.

Professionals working with the home have expressed concerns about how the staff and management have responded to the young people's behaviour. Although they are working together with professionals, the outcomes have not been effective due to the limited knowledge, skills and understanding of how to manage such complex risks.

Ineffective supervision, support and training has left staff unable to manage young people's complex behaviours. Staff are tired and morale is low. They remain supportive of each other and are clear about what needs to be done to improve effectiveness. One staff member said, 'We are at breaking point, but we keep one another going.'

There has been a recognition by the provider that immediate action is required to safeguard the welfare of young people and improve this home. A detailed and robust action plan is in place to address the shortfalls identified.

Information about this children's home

A private company has registered this home to provide care and accommodation for up to four young people with emotional and/or behavioural difficulties. The home opened at the beginning of April 2016 and specifically caters for young people subject to child sexual exploitation. There is provision for on-site education.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
27/06/2016	Full	Good

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>12: The protection of children standard *</p> <p>In order to meet the protection of children standard, with particular reference to the protection of children and young people that may go missing from the home, and are involved in exploitative and abusive behaviours including hurting one another, the standard in paragraph 1 requires the registered provider to ensure—</p> <p>(2)(a) that staff—</p> <p>(iii) have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>(iv) manage relationships between children to prevent them from harming each other;</p> <p>(v) understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>(vi) take effective action whenever there is a serious concern about a child's welfare; and</p> <p>(vii) are familiar with, and act in accordance with, the home's child protection policies; and</p> <p>(e) that the effectiveness of the home's child protection policies is monitored regularly.</p>	<p>16/01/2017</p>
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard, with particular reference to the lack of a consistent approach, qualifications and experience of staff and the preparation of the quality of care review, the registered provider must ensure:</p> <p>(1) that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>(b) promotes their welfare.</p>	<p>16/01/2017</p>

<p>(2)(a) In particular, the standard in paragraph (1) requires the registered person to 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;</p> <p>(b) ensure that staff work as a team where appropriate;</p> <p>(c) ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>(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.</p>	
<p>11: The positive relationships standard</p> <p>In order to meet the positive relationship standard, with particular reference to the young people’s lack of engagement in care planning and daily routines in the home, the standard in paragraph (1) requires the registered person to ensure:</p> <p>(2)(a) that staff—</p> <p>(ix) understand how children’s previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children; and</p> <p>(x) are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same.</p>	16/01/2017
<p>14: The care planning standard</p> <p>In order to meet the care planning standard, with particular reference to the admission of young people to the home, the standard in paragraph (1) requires the registered person to ensure:</p> <p>(2)(a) that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home’s statement of purpose.</p>	16/01/2017
<p>The registered person must ensure that all employees receive practice-related supervision by a person with appropriate experience.</p>	16/01/2017

<p>(Regulation 33 (4)(b))</p>	
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is an allegation of abuse against the home or a person working there; or</p> <p>there is any other incident relating to a child which the registered person considers to be serious.</p> <p>(Regulation 40 (4)(a)(b)(c)(e))</p>	<p>16/01/2017</p>
<p>The registered person must ensure that an independent person visits the children’s home at least once each month. The independent person must produce a report about a visit (‘the independent person’s report’) which sets out, in particular, the independent person’s opinion as to whether children are effectively safeguarded and the conduct of the home promotes children’s well-being.</p> <p>(Regulation 44 (1)(4)(a)(b))</p>	<p>16/01/2017</p>
<p>The registered person must complete a review of the quality of care provided for children (‘a quality of care review’) at least once every six months.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating the quality of care provided for children; the feedback and opinions of children about the children’s home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.</p> <p>After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review (‘the quality of care review report’).</p> <p>(Regulation 45 (1)(2)(a)(b)(c)(3))</p>	<p>16/01/2017</p>

<p>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>The registered person must provide a copy of the statement of purpose to HMCI and keep the statement of purpose under review.</p> <p>(Regulation 16 (1)(2)(a)(b)(c)(d)(3)(a)(b))</p>	16/01/2017
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* These requirements are subject to a compliance notice.

What the inspection judgements mean

At the interim inspection, we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the 'Inspection of children's homes: framework for inspection'.

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 focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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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