

## Children's homes – Interim inspection

<b>Inspection date</b>	<b>06/02/2017</b>
<b>Unique reference number</b>	<b>1235818</b>
<b>Type of inspection</b>	<b>Interim</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>Cambian Childcare Ltd</b>
<b>Registered provider address</b>	<b>4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU</b>

<b>Responsible individual</b>	<b>Lorna Fearon</b>
<b>Registered manager</b>	<b>James Varley</b>
<b>Inspector</b>	<b>Julie Rimington</b>

<b>Inspection date</b>	<b>06/02/2017</b>
<b>Previous inspection judgement</b>	<b>Good</b>
<b>Enforcement action since last inspection</b>	<b>None</b>
<b>This inspection</b>	
<p><b>The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection</b></p> <p>This home was judged <b>good</b> at the full inspection. At this interim inspection, Ofsted judges that it has <b>declined in effectiveness</b>.</p> <p>Since the previous inspection, the registered manager has continued to be away from the home. The absence of experienced and consistent leadership is impacting negatively on the outcomes for young people. Although there are sufficient numbers of staff on each shift, there are frequent changes in team members, who sometimes include agency workers. This does not provide young people with continuity of care. The numerous changes in the staff team mean that the skills, qualifications and relevant experience of individual staff, and those in each shift, are difficult to assess. This creates the risk that inexperienced staff will be working together, and that there will be staff who do not have the comprehensive training that is detailed in the statement of purpose.</p> <p>Internal management monitoring systems are ineffective. The shortfalls that have been highlighted in this inspection have not been identified by the management as areas that need to be changed in order to improve the standard of care.</p> <p>Systems for safeguarding young people are not effective. Relationships between peers are not well managed and one young person has come to physical harm through the actions of another young person. Direct work to assist young people in learning how to keep safe is not undertaken with them. In addition, focused work with young people who bully others does not take place. Staff members do not take effective action to prevent bullying or harmful relationships developing in the home. This leaves young people at risk of further harm. Not all serious incidents have been notified to Ofsted in line with regulatory requirements. This compromises the regulator's ability to oversee safeguarding arrangements.</p> <p>Young people live in an environment which has graffiti on the walls and is not homely. For example, windows were recently broken and there is an unpleasant smell in the hallway. Action taken by staff members to temporarily cover up the broken windows was not appropriate. This area of the accommodation is not fully safe.</p> <p>Staff members do not fully understand the aims and objectives of the home as set out in the statement of purpose. This creates the risk that there will be an</p>	

inconsistent approach to the care of young people with very complex needs. Responses from staff members demonstrate a lack of understanding of the way in which past experiences and present emotions are communicated through the challenging behaviours that are shown by some young people. Staff members' supervision occurs, but it is not consistent. As a result, staff members do not receive regular, structured guidance, and time to reflect on their own professional practice and feelings.

Some young people regularly attend the education provision that is on site and make academic progress. Other young people do not have good attendance and do not maintain healthy daytime routines. For example, some young people sleep into the afternoon and stay up until late at night. Staff members do not display knowledge and understanding of how past trauma can affect young people's present learning and development. As a result, the strategies that are in place to encourage young people to attend school have not been successful.

An independent person undertakes visits to the home on a monthly basis. The visitor fails to make clear statements as to whether they believe young people are effectively safeguarded. Reports from these visits have not assisted the senior staff members to make improvements and ensure that young people are safe.

Staff members still do not provide young people with structured help in acquiring independence and life skills as appropriate to their age and understanding. This does not prepare young people for adulthood. The quality of young people's records has not improved. Files do not reflect accurately what is happening in the lives of the young people. Both of the previous recommendations are repeated.

Young people take part in a limited range of activities with care staff. One young person engages with more varied activities through their education provision. In general, records show that young people mainly go shopping or go for drives with staff members. This limits their personal and social development and does not promote individual talents and hobbies.

Progress has been made in addressing a previous requirement that is linked to young people's privacy and access around their home; this work is still ongoing. Doors are no longer routinely locked. This provides young people with free movement in their home.

## Information about this children's home

This children's home is registered to provide care and accommodation for up to four children who have emotional and/or behavioural needs. It is run by a private company.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/12/2016	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) meet(s) 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 with the given timescales.

Requirement	Due date
<p>12: The protection of children standard*</p> <p>In order to meet the protection of children standard, in particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>(a) that staff—</p> <p>(ii) help each child to understand how to keep safe;</p> <p>(iv) manage relationships between children to prevent them from harming each other;</p> <p>(vi) take effective action whenever there is a serious concern about a child's welfare; and</p> <p>(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;</p> <p>(d) that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health.</p> <p>(Regulation 12(2)(a)(ii)(iv)(vi)(b)(d))</p>	31/03/2017
<p>6: The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard, in particular, the standard in paragraph (1) requires the registered person to—</p> <p>(b) ensure that staff—</p> <p>(i) understand and apply the home's statement of purpose</p> <p>(Regulation 6(2)(b)(i))</p>	31/03/2017
<p>11: The positive relationships standard</p> <p>In order to meet the positive relationships standard, in particular, the standard in paragraph (1) requires the registered person to ensure 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;</p>	31/03/2017

<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> <p>(Regulation 11(2)(a)(ix)(x))</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 consistent leadership and management, the standard in paragraph (1) requires the registered person to—</p> <p>(2)(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;</p> <p>(c) ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>(e) ensure that the home's workforce provides continuity of care to each child;</p> <p>(h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>(Regulation 13(2)(a)(c)(e)(h))</p>	<p>31/03/2017</p>
<p>The registered person must ensure that children can access all appropriate areas of the children's home's premises; and that any limitation placed on a child's privacy or access to any area of the home's premises is intended to safeguard each child accommodated in the home; is necessary and proportionate; is kept under review and, if necessary, revised; and allows children as much freedom as is possible when balanced against the need to protect them and keep them safe.</p> <p>(Regulation 21(b)(c)(i)(ii)(iii)(iv))</p>	<p>31/03/2017</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>(i) is instigated; or</p> <p>(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</p>	<p>31/03/2017</p>

registered person considers to be serious. (Regulation 40(4)(a)(b)(c)(d)(i)(ii)(e))	
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— (a) children are effectively safeguarded; and (b) the conduct of the home promotes children's well-being. (Regulation 44(4)(a)(b))	31/03/2017

\*These requirements are subject to statutory requirement notice.

## Recommendations

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

- Staff must help each child to prepare for any moves from the home, whether they are returning home, moving to another placement or adult care, or to live independently. This includes supporting the child to develop emotional and mental resilience to cope without the home's support and, where the child is moving to live independently, practical skills such as cooking, housework, budgeting and personal self-care. ('Guide to the children's home regulations including the quality standards', page 17, paragraph 3.27)
- The home's records on each child represent a significant contribution to their life history. Children and their parents should be supported to understand the nature of records kept by the home and how to access them. Staff should understand their important role in encouraging the child to reflect on and understand their history, according to their age and understanding. ('Guide to the children's home regulations including the quality standards', page 62, paragraph 14.5)
- The registered person should ensure that children are offered a wide range of activities both inside and outside of the home (where appropriate) and are encouraged to participate in those activities. Staff should support children to take part in school trips, out of school and other clubs, volunteering and leisure activities. ('Guide to the children's home regulations including the quality standards', page 31, paragraph 6.5)
- For some children who have experienced severe trauma, have mental health difficulties or have been excluded or out of education for significant periods, it may be necessary to address and work through their past experiences and present needs before they can positively participate in learning activities and formal education. Staff in children's homes will play a key role in supporting

these children in line with their personal education plan or EHC plan and recommendations from education and health professionals. ('Guide to the children's home regulations including the quality standards', page 26, paragraph 5.3)



## **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 that 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'.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'Raising concerns and making complaints about Ofsted', which is available from Ofsted's website: [www.gov.uk/government/organisations/ofsted](http://www.gov.uk/government/organisations/ofsted). If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for children looked after and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit [www.nationalarchives.gov.uk/doc/open-government-licence](http://www.nationalarchives.gov.uk/doc/open-government-licence), write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at [www.gov.uk/government/organisations/ofsted](http://www.gov.uk/government/organisations/ofsted).

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 1231  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: [www.gov.uk/government/organisations/ofsted](http://www.gov.uk/government/organisations/ofsted)

© Crown copyright 2017