

1159397

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A private company operates this children's home, and its registration enables it to take up to four young people who have emotional and/or behavioural difficulties. The home specifically caters for young people subject to child sexual exploitation. There is provision for on-site education.

Inspection dates: 24 to 25 April 2017

Overall experiences and progress of children and young people, taking into account requires improvement to be good

How well children and young people are helped and protected good

The effectiveness of leaders and managers requires improvement to be good

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 24 November 2016

Overall judgement at last inspection: Declined in effectiveness

Enforcement action since last inspection

Two compliance notices were issued under Section 22A of the Care Standards Act 2000 on 13 December 2016. The notices were a result of the provider failing to comply with the requirements of their registration under Regulation 12.

Key findings from this inspection

This children's home requires improvement to be good because

- The young people's progress has been impeded by the lack of consistent and effective leadership and management.
- Practice improvements in recent months are yet to have a sustained impact upon outcomes for young people.
- Transition planning for independence is slow.
- Aspects of the premises fall short of the high expectations cited in the statement of purpose.
- Internal management monitoring has missed opportunities to remedy risk management shortfalls in a timely manner.

The children's home's strengths

- The new manager has high aspirations for the young people. She has a strong track record for improving services.
- The manager and registered provider indicate their capacity to improve by addressing the compliance notices and the majority of the statutory requirements issued following the last inspection.
- The staff keep young people safe. Missing from care incidents have significantly reduced.
- Staff training and clear management direction promote consistent boundaries and routines that meet young people's needs.
- Staff forge positive relationships with young people even in the face of disrespectful behaviour and physical aggression.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|---------------------------|
| 24/11/2016 | Interim | Declined in effectiveness |
| 27/06/2016 | Full | Good |

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

Statutory requirements

This section sets out the actions that the registered person 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 must comply within the given timescales.

| Requirement | Due date |
|--|------------|
| <p>The quality and purpose of care standard is that children receive care from staff who-</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably. (Regulation 6(1) and (2) (vii))</p> <p>In particular, ensure that the home is warm, well-furnished, well-maintained and pleasant throughout in order to provide high-quality accommodation.</p> | 31/08/2017 |
| <p>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-</p> <p>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. (Regulation 12(1) and (2) (d))</p> <p>In particular, remove the hazards from young people's bedrooms where there is a known risk of them self-harming and smoking in bedrooms.</p> | 30/06/2017 |
| <p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to-</p> <p>Use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1) and (2)(h))</p> <p>In particular, to ensure that all written risk assessments are updated promptly following new incidents, and signed by all</p> | 30/06/2017 |

| | |
|--|-------------------|
| <p>staff to confirm that they have read and understood them, that room searches happen in response to known risks and that all risk management strategies are implemented and monitored for effectiveness.</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'). (Regulation 45 (1)(2)(a)(b)(c)(3))</p> | <p>31/05/2017</p> |

Recommendations

- Staff must help each child to prepare for any moves from the home. 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 homes regulations and quality standards', page 17, paragraph 3.27)

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

The outcomes for the young people are improving steadily since the new manager started in December 2016. Young people's sustained progress is yet to be determined because their behaviour is still challenging and aggressive at times. Staff are working together to embed the routines and boundaries following a highly turbulent period of instability and volatile disorder. This had evolved due to the previous poor leadership and concerning staff practice issues that were inconsistent and unsafe. These factors combined have significantly impeded the progress of some young people who should be further on their journeys than they are currently. Specifically, planning for transitions into independence has not been timely, which has a potentially negative impact on young people's future plans. A professional said, 'We have not seen her full potential.'

Young people experience individualised support from staff who have an enhanced understanding of their unique and complex needs. Staff display a reliable commitment to the young people, showing through their positive interactions that they care. Young people are saying that they have better relationships with most staff. They are starting to accept most of the boundaries.

Young people feel listened to by staff and they know how to complain. This helps them to influence how the home operates, to inform their plans and to resolve difficulties. Young people's improved engagement with staff is helping them to set positive goals for the future and discuss their negative and risky behaviours. This is helping the young people to make informed choices and develop socially acceptable behaviours.

Staff support young people's learning by encouraging them to go to school. Young people's school attendance has improved and they are waiting for exam results. Young people who show a talent and interest for a specific vocational training are close to completing a further qualification, which improves their future employment prospects. After-school activities provide fun opportunities that positively distract the young people from negative influences that threaten their well-being.

Staff encourage young people's access to healthy balanced meals and exercise so that they can live healthy lifestyles. However, not all young people are willing to stop smoking cigarettes and other substances. Staff are persisting, but they do not carry out room searches regularly to counter smoking and self-harming in bedrooms. Although the virtues of accessing specialist support are topics of discussion with young people, they choose not to engage. The clinical psychology team supports the staff team's care of the young people through regular consultations, which helps the team to continue to meet the young people's needs.

Staff enable young people to maintain their relationships with family and friends. This reinforces their cultural needs and sense of belonging. Staff work with families to ensure that contact is productive. Increased staffing levels promote safer supervised contact

arrangements.

The condition of the premises falls short of the expected standards overall. This is at odds with the home's statement of purpose. It states, '(Name of the home) has been refurbished to a very high standard. It is well decorated, comfortably furnished and contains all of the amenities associated with modern life.'; and '(Name of the home) has a comfortable communal lounge and a relaxation/play room.' In reality, the house is cold, and the lounge and play room are not homely spaces. With the exception of personalised bedrooms, the home is void of the young people's presence.

How well children and young people are helped and protected: good

Two compliance notices were issued following the last inspection. This required the provider to improve practice by taking effective action to keep children safe from harm. Since meeting the compliance notices, the young people's sense of safety has improved. Young people are confident about raising concerns that staff will listen to and act upon. A staff member said, 'They know if they are upset about something that I am going to be there.' The investigation into allegations against staff and information sharing with the local authority designated officer and Ofsted shows that staff have followed the correct procedures. Similarly, staff who have not worked in accordance to the home's safeguarding policy have been subject to disciplinary procedures, and in some cases have been dismissed. Such action from the provider ensures that all staff carry out their duty of care and protection without compromise.

Recently delivered safeguarding training enhances staff's understanding of safe care practice and whistle blowing. This knowledge empowers them to speak up about any concerns should they feel that young people are at risk or are experiencing significant harm. The staff have taken prompt action to alert social care services around possible peer-on-peer concerns. This ensures that immediate action is taken to keep young people safe.

Improved safeguarding practice in the home protects the young people from child sexual exploitation (CSE) and other known risks and vulnerabilities. Staff training has helped staff to be more alert to CSE indicators, which improves how they protect young people. A staff member said, 'I understand a lot more now,' and 'It has helped us to understand our girls more and we are giving them what they need.' This enhanced learning helps staff to talk to young people about keeping safe. Consequently, staff discussions with the young people help the young people to understand how exploitative relationships can harm them.

Staff act on actual and potential risks of bullying behaviour through their engagement with the young people, which helps to reinforce the view that bullying behaviour is unacceptable.

Young people have significantly reduced the number of times that they go missing. This decreases the risks to their welfare and minimises the chances of them obtaining and sharing substances with their peers on their return home. Improved staff practice now

involves effective communication with partner agencies, such as gaining support from the local and transport police that results in the disruption of some young people's missing events. The home's association with the monthly risk management meetings for vulnerable young people adds further scrutiny to monitoring and safeguarding the young people.

Physical restraint is infrequent. This is despite the highly challenging and physical behaviours shown by some young people. Stronger leadership is helping staff to implement firmer routines, boundaries and coping mechanisms, which is helping young people to self-regulate. One young person said, 'You should've seen me before, nobody would've messed with me before. They all gave me what I wanted because I used to threaten them all the time.'; and, 'My behaviour is improving.'

Staff recruitment and vetting practice is suitable. This limits the opportunities for unsafe adults having access to vulnerable young people.

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

There have been several changes in the management of the home, which has led to a period of instability for staff and young people. The registered manager left shortly after the home's registration in April 2016. Since then, the longevity of a number of managers has been short lived for a variety of reasons. This has significantly hindered the quality and speed in which the service has been able to prosper and form its identity and credibility as a good, stable service.

The new, suitably experienced and social work qualified manager took up the post in December 2016. She is not yet registered but has a strong track record for improving services. The staff team welcomes her support to them and proactive, aspirational and child-centred approach to childcare. Her high expectations and decisive approach to implementing consistent boundaries is empowering staff to fulfil their roles and duties to a better standard. This is gathering momentum, which is starting to stabilise the young people's behaviours through good parenting techniques. A staff member said, 'I'm so happy she's on our team. She has boosted our morale massively.'

Since the last inspection, the new manager has worked hard to repair the substantial shortfalls identified in the last inspection and prior to her taking over. Her close working relationship with the deputy manager helps her to prioritise and focus on developments in the home. She has ensured compliance with the statutory notices issued by the regulator and has addressed the majority of the eight requirements issued at the last inspection. This is with the exception of the submission of the six-monthly review report. The extent of the work undertaken by the new manager indicates the commitment of the registered provider to show that it has the capacity to improve. The manager and staff are realistic about the speed of reaching consistently good standards within the short timeline of her leadership, but they are optimistic for the future operation of the home. Staff said, 'We have come a long way and have far to go'; and, 'We have built up a resilience and good practice. It's about reflection and the kids.'

The independent visitor consults with the young people during his monthly visits to the home. This enables young people to express their views about home life. The subsequent reports provide an opinion from the visitor that young people are safeguarded and their welfare is promoted. Aspects of the acting manager's internal monitoring has missed opportunities to remedy shortfalls quickly. Examples include eliminating the hazards from bedrooms, implementing risk management strategies and closely monitoring them for effectiveness. Not all risk management documentation is revised promptly or indicative that staff have read and understand the contents. These shortfalls potentially compromise the progress made by the home to safeguard young people.

Team meetings and regular handovers keep all staff informed about the young people's daily progress and the running of the home. Training and supervision for staff enables them to discuss the young people and reflect on their practice, which informs their learning. In addition, senior managers have provided the new manager with the support that she needs to implement the changes to improve outcomes for the young people. Her ability to challenge other professionals is helping to move on the young people's plans. Similarly, her positive communication with local authorities and other professionals is helping to build constructive relationships. A police representative said, 'I believe we have had a productive, if short, relationship and I have seen a dramatic difference in how the home is managed.'

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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.

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: 1159397

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

Registered provider address: Cambian, Waterfront, Hammersmith Embankment, Chancellors Road, LONDON W6 9RU

Responsible individual: Lorna Fearon

Registered manager: Post vacant

Inspector

Jacqueline Malcolm, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: <http://www.gov.uk/ofsted>

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