

# 1236026

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home accommodates up to four children or young people who have emotional and/or behavioural difficulties. It is operated by a private company.

**Inspection dates:** 8 to 9 August 2017

**Overall experiences and progress of children and young people,** taking into account **good**

How well children and young people are helped and protected requires improvement to be good

The effectiveness of leaders and managers good

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 31 January 2017

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:**

None

## Key findings from this inspection

This children's home is good because:

- Staff manage transitions into and out of the home sensitively and with due regard for young people's emotions, even when the circumstances are difficult.

- The young people feel safe. Risk-taking behaviours such as going missing have reduced. The staff team responds promptly when young people go missing and will go out and look for them as well as endeavour to maintain regular contact until their safe return.
- Relationships with the local police are well developed and focus on the needs of young people.
- Activities and new opportunities are routinely provided to young people, enhancing their well-being and supporting the development of positive relationships between staff and young people.
- The staff team is committed to providing a supportive and nurturing environment, and is skilled in delivering a therapeutic response to negative behaviours.
- The home is well decorated, and young people are involved at all times in the personalisation of their living environment.
- The manager is supportive of her staff team and actively develops the home's practice to ensure that the young people receive good quality care.

The children's home's areas for development:

- A more consistent and robust approach to bullying and abusive language is required to support positive relationships in the home?.
- Administration of documentation needs improved attention to detail.
- Risk management in times of crisis requires to be more decisive to ensure that young people and staff are safe at all times.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
31/01/2017	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(s) 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(s) must comply within the given timescales.

Requirement	Due date
<p>The positive relationship standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to develop socially aware behaviour;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>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>help each child to understand, in a way that is appropriate according to the child's age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;</p> <p>strive to gain each child's respect and trust;</p> <p>are provided with supervision and support to enable them to</p>	21/09/2017

<p>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>understand and communicate to children that bullying is unacceptable; and</p> <p>have the skills to recognise incidents or indications of bullying and how to deal with them; and</p> <p>that each child is encouraged to build and maintain positive relationships with others.</p> <p>This is with particular reference to staff upholding consistent boundaries, taking decisive action in response to negative behaviours and ensuring accurate records match the actions taken.</p>	
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard requires the registered person to ensure—</p> <p>that staff—</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>that—</p> <p>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. (Regulation 12(1) and (2)(a)(v) and (b))</p> <p>In particular, security checks should be carried out to ensure nobody enters the building without staff's awareness, to ensure the safety of all children and staff.</p>	21/09/2017
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard requires the registered person to ensure—</p> <p>that staff—</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p>	21/09/2017

<p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare. (Regulation 12(1) and (2)(a)(iii), (v), (vi))</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 6 months.</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>The registered person must supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed. (Regulation 45(1), (3) and (4)(a))</p>	21/09/2017

## Recommendations

- Regulations 35–39 detail the records that must be kept in children's homes. All children's case records (Regulation 36) must be kept up to date and stored securely while they remain in the home. Case records must be kept up to date and signed and dated by the author of each entry. In particular, filing of children's individual records needs to be careful and robust, ensuring that records are on the right file. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.3)
- Regulation 40(4) requires the registered person to notify Ofsted and other relevant persons if one of the situations specified in regulation 40(4)(a)–(d) occurs, or if there is an incident relating to the protection, safeguarding or welfare of a child living in the home which the registered person considers to be serious. (40(4)(e)) It is for the registered person to judge whether the incident is sufficiently serious to make formal notifications and, if it is, which other relevant persons may be notified, for example the police, probation services, health professionals, the local authority for the area the home is located in (if this is not the child's placing authority) and others involved with the care or protection of the child. ('Guide to the children's homes regulations including the quality standards', page 63, paragraph 14.10 and 14.12)
- The registered person should only accept placements for children where they are satisfied that the home can respond effectively to the child's assessed needs as recorded in the child's relevant plans and where they have fully considered the impact that the placement will have on the existing group of children and vice-

versa. In particular, the impact risk assessment for new placements needs to consider specifically the strategies required to reduce risk associated with behaviours for all children and young people. ('Guide to the children's homes regulations including the quality standards', page 56 paragraph 11.4)

## Inspection judgements

### Overall experiences and progress of children and young people: good

The staff are good at working with education providers and professionals to ensure that young people are engaging in education appropriate to their identified needs. The home benefits from a named member of the staff team who has particular responsibility for liaising with education and training providers. All young people have been engaged in some form of education and are encouraged to attend consistently. One young person had initial difficulties when attending a new vocational training placement. This was being addressed by the manager, who was planning to attend the following week alongside the young person to help them to re-engage if possible. This pro-active response supports young people effectively in developing their confidence and resilience. The staff team and manager spoke highly of another young person, positively promoting his self-esteem and confidence, as he had completed a training course and made huge steps in developing friendships with his peers. A young person said, 'Staff are just nice. If I need help with homework or school, they always help me.'

The manager and her staff team provide a range of activities and positive opportunities for young people. One young person was preparing to go abroad on holiday with staff during the inspection. The manager was planning to accompany another young person on a trip identified specifically for that young person. Positive memories are being created with trusted adults. The manager has purchased scrap books for young people to capture their experiences and work has begun with them on their individual design. Theme parks, zoos and horse riding are just a few of the activities that are on offer. One young person attends a weekly pony club, where she enjoys riding the horses as well as maintaining their care. This level of engagement helps young people to socialise and develop emotionally, as well as enhancing responsibility and independence skills. The home has a very well structured three-stage independence package for young people. This enables them to enhance their independence skills effectively, providing them with tools with which to progress confidently.

Placement plans are detailed, containing clear objectives and how to meet them. The manager has plans to improve them further, through personalising the design with the young people. A comprehensive visual guide to the home for young people is also being further developed with them. This participation enables young people to develop a sense of ownership and pride in their home.

The home is extremely spacious and well maintained. During inspection, the internal maintenance staff were decorating the home. One professional stated, 'There has not been a great deal to do as the home is very settled.' There is ample room for privacy and relaxation. The furnishings are well maintained and all rooms, including the

bathrooms, are extremely large, clean and tidy. The staff team was observed to be completing domestic tasks throughout the inspection, maintaining the quality of the surroundings.

Relationships are positive and young people appear comfortable in the presence of staff. A social worker said:

[Name] tells me that she likes the home, gets on well with staff and I have observed how well she gets on with them. I have seen positive change since her placement began. She appears a lot happier with herself.

This evidences that self-esteem and confidence are being promoted and developed effectively.

There are minor shortfalls in attention to detail in the maintaining of documentation. This was addressed immediately upon inspection but does highlight the need to be consistent, specifically with confidential individual paperwork for each young person.

### **How well children and young people are helped and protected: requires improvement to be good**

The young people are and feel safe in the home. The number of staff on duty at any one time ensures that support and supervision are effective. The need for physical intervention is rare, and the staff team is supported by skilled trainers in this field of practice who are also part of the team. Risk-taking behaviours are well documented in comprehensive plans for young people. They detail strategies to follow and actions to reduce the impact of, for example, missing from care incidents. The staff team works with other agencies to develop prompt responses to young people who display patterns of behaviour that put them at risk. The manager maintains a file that monitors indicators that young people may be at risk of sexual exploitation, sharing this information with police and social workers. This means that the information is evaluated promptly and strategies are put in place quickly. Messages given to young people are consistent in order to safeguard and educate them. The staff team will follow young people if they are deemed at risk and will also maintain regular welfare checks. These safety measures allow young people to develop trust, and this helps to manage and reduce risk.

Although staff are mostly consistent and effective in their responses to managing young people's emotions and periods of heightened behaviour, there have been some shortfalls. Incidents that develop when young people and staff are out in the community together need to be addressed more effectively to regain control promptly and to ensure that young people are safeguarded from their peers and any other potential dangers. Training and strategies for these situations need to be consistent.

Low-level bullying has been a concern in the home, and the staff respond immediately to any incidents that occur and ensure that young people receive messages that this will

not be tolerated. In addition, a bullying tracker is in place, and this supports robust responses. A social worker said:

I have been really impressed with the home. There have been issues of bullying in placement but the home has been really pro-active and managed it well, ensuring safeguards are in place with high levels of supervision.

Terminology used by young people, however, can be extremely abusive towards peers and staff. This is not addressed robustly enough, and staff need to ensure that young people are challenged and supported to understand their actions and the impact they have on others.

In general, the premises are safe and present no hazards. On one occasion, however, the main door to the home was not secured late in the evening and this enabled a friend of a young person to gain access to the home opportunistically and remain hidden until the next morning. This potentially put others at risk of harm. Strategies have subsequently been put in place to ensure that this is unlikely to happen again, including the introduction of 'door charms' that alert staff when anyone enters or leaves the home.

Staff are skilled in managing behaviour. They respond with patience and tolerance. They spend time with young people individually, developing positive relationships based upon trust and respect. The staff team is skilled in listening and supports young people to understand acceptable and unacceptable behaviours. Many young people have difficulty in managing their emotions, and staff do not rush in routinely to challenge but will seek out opportunities to discuss and reflect with young people when they are calmer. Key workers engage positively with young people to enable reflection and education to be a part of any time together, formally and informally. The young people develop strong relationships and trust in individuals, supporting their emotional development effectively. They are respected at all times, ensuring that their voices are heard.

The manager has used the service of a clinical therapist to ensure that the matching of and support for young people is planned effectively and that arrivals in the home are well managed for all the young people

### **The effectiveness of leaders and managers: good**

Leadership and management are strong. The registered manager is awaiting registration. She has the right qualifications and experience. She is committed to the development of the home and the welfare of the young people, demonstrated by her desire to work directly with them and share their experiences on a daily basis. A member of staff said, 'She never hesitates to help out and is very good at ensuring the young people enjoy their environment. She is also able to show the young people that she can also have fun and enjoyment.' Positive role modelling and a natural desire to be with young people develop a trusting and respectful home.

The manager ensures a consistent approach is developed across the staff team. One



example is the written guide 'Tips and Pointers', a simple guide which details the process and protocols when a young person is newly admitted to the home. The manager is very keen to ensure that young people are not overwhelmed upon arrival. These are simple, small, essential tasks that support the staff team to be consistent and importantly allow the young person to engage with their new environment at their own pace. The manager also stipulates the importance of a staff presence in and around young people, providing the right level of support and supervision at all times. The expectations and the ethos of the home are effectively implemented from the start of the placement. The focus on the development of positive relationships to help young people is pivotal in achieving positive outcomes for them.

Recruitment processes are sound and staff are thoroughly vetted at the recruitment stage, ensuring that the right staff are employed. The induction process undertaken before working at the home is extensive and the availability of and access to training are comprehensive. The leadership and management team provides regular and reflective supervision to staff, with an appropriately increased frequency during probationary periods. A member of staff relatively new to the home said:

I feel very, supported by the manager and my line supervisor. I have completed training in a number of safeguarding areas. It has given me an insight into behaviours that I really was not fully aware of, until the detail that the training provided. Training provided during induction was really good and interesting.

A supportive and well-educated staff team enhances the overall experiences for young people.

The manager's commitment to a young person who recently moved on during difficult circumstances was observed on inspection. She was very positive during a conversation with the young person on the telephone, providing reassurances and genuine warmth. She was able to express the home's commitment to maintain contact with him, including through named staff and herself visiting him in his new placement. Nurturing communication and supportive actions help maintain the well-being and resilience of young people during transitions. A social worker said, 'The strength of the home is the management which is really good. She is on the ball and has all things in place.'

There have been shortcomings in the manager's effectiveness in working with and challenging the contribution of another service, in particular, the response from a local authority to the manager's request for a strategy meeting and the regularity of statutory visits for one young person.

The manager and inspector spoke to the independent reviewing officer to ensure that she challenged the local authority case manager. Requests had previously been made which were unsuccessful. As a result, a young person is not being provided with a dynamic response to concerns in relation to risk-taking behaviours.

## 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 difference 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. Whenever 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 whom 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 and 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:** 1236026

**Provision sub-type:** Children's home

**Registered provider:** Cambian Childcare Ltd

**Registered provider address:** Cambian Group, 4th Floor Waterfront Building,  
Chancellors Road, Hammersmith Embankment, London W6 9RU

**Responsible individual:** Ian Raine

**Registered manager:** Post vacant

## Inspector

Michael Dack, social care inspector

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