

1236620

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is registered to provide care and accommodation for up to four children who have emotional and/or behavioural difficulties. This home is dedicated to providing safety, care and therapy to children who have experience of child sexual exploitation and sexual abuse.

Inspection date: 8 August 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 requires improvement to be good

The effectiveness of leaders and managers inadequate

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: 28 April 2017

Overall judgement at last inspection: inadequate

Enforcement action since last inspection

The home was inspected on 28 April 2017 and was judged to be inadequate. Three compliance notices were served in respect of Regulations 6, 12 and 13 of the Children's Homes Regulations 2015. In addition, a notice restricting accommodation was issued on 28 April 2017.

A monitoring visit took place on 8 June 2017 which determined that the compliance notices were met.

The restriction of accommodation was not extended beyond 21 July 2017.

Key findings from this inspection

This children's home requires improvement to be good because:

- It is unclear how the organisation determines whether staff have the appropriate experience, skills and qualifications for this specialist provision. Very few staff have a suitable qualification and even fewer have experience of dealing with issues of sexual abuse and sexual exploitation prior to this employment.
- The induction for staff prior to them working with young people is insufficient. A newly appointed member of staff was inappropriately dressed and let the inspector in without checking identity.
- The statement of purpose describes restrictive practice which is not subject to risk assessment or consideration of individual needs.
- The young person is unhappy in this home and describes 'feeling trapped'. She has developed an anxiety about going out into the community without staff. She is not mixing with peers and is struggling to make links in the community which will support her move towards independent living.
- A new therapeutic programme and changes to policies have yet to be fully tested in practice.

The children's home's strengths:

- The young person has made some progress. She has taken exams and successfully applied to attend college. A major step has been taken in that the young person is speaking to a significant but previously estranged family member.
- The manager and deputy have improved care plans to meet the needs of the young person and the expectations of the placing authority.
- Suitable risk assessments provide information to staff and support the safety of the young person.
- Staff have received additional training, and knowledge is being tested in team meetings and during supervision. The quality of supervision is improved, and supports staff learning through reflective practice.

- The young person has been kept safe from sexual abuse and sexual exploitation.

Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|------------------------|------------------------|-----------------------------|
| 17/01/2017 | Full | Requires improvement |

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>13: The leadership and management standard</p> <p>13 (1) The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <ul style="list-style-type: none"> (a) helps children aspire to fulfil their potential; and (b) promotes their welfare. <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <ul style="list-style-type: none"> (c) ensure that staff have the experience, qualifications and skills to meet the needs of each child; (d) ensure that the home has sufficient staff to provide care for each child; (e) ensure that the home's workforce provides continuity of care to each child | <p>11/09/2017</p> |
| <p>32: Fitness of workers</p> <p>32 (1) The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>(2) The registered person may only—</p> <ul style="list-style-type: none"> (a) employ an individual to work at the children's home; or (b) if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3). <p>(3) The requirements are that—</p> <ul style="list-style-type: none"> (a) the individual is of integrity and good character; (b) the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; (c) the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and (d) full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. | <p>11/09/2017</p> |

| | |
|---|-------------------|
| <p>6: The quality and purpose of care standard</p> <p>6 (1) The quality and purpose of care standard is that children receive care from staff who—</p> <p>(a) understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>(b) use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>(2) In particular, the standard in paragraph (1) requires the registered person to—</p> <p>(a) understand and apply the home’s statement of purpose;</p> <p>(b) ensure that staff—</p> <p>(i) understand and apply the home’s statement of purpose;</p> <p>(ii) protect and promote each child’s welfare;</p> <p>(iii) treat each child with dignity and respect;</p> <p>(iv) provide personalised care that meets each child’s needs, as recorded in the child’s relevant plans, taking account of the child’s background;</p> <p>(v) help each child to understand and manage the impact of any experience of abuse or neglect;</p> <p>(vi) help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;</p> | <p>11/09/2017</p> |
|---|-------------------|

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 whilst they remain in the home. Case records must be kept up-to-date and signed and dated by the author of each entry. (‘Guide to the children’s homes regulations including the quality standards’, page 62, paragraph 14.3)
- Whenever possible, staff in day to day contact with children should include staff from the different gender groups. (‘Guide to the children’s homes regulations including the quality standards’, page 54, paragraph 10.22)

Inspection judgements

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

Since registration in July 2016, the care and support provided in the home has not been successful in progressing young people to move on in a positive way.

Significant changes have been made to improve outcomes and experiences for young

people. These have yet to be proven and fully tested in practice.

With the support of staff the current resident has successfully completed her exams and secured a college placement. A development programme is in place which is focused on building social and emotional skills so that the young person can become more independent. Currently the young person lacks the confidence to spend much time without staff in the community, or to engage in activities with peers.

Staff have been sensitive to the needs of the young person. They have gradually, and at an appropriate pace, helped the young person start rebuilding a relationship with a parent. The young person feels that this is a really positive step.

The staff have been imaginative in providing experiences for the young person, who is socially isolated and was educated alone. They created a prom experience in the home, including the provision of a prestigious open top car. The photographs taken form part of a continuing history of the young person's time in this home.

A good range of activities are provided. Staff have tried to help the young person make friends and community contacts. Staff have encouraged and supported attendance at youth and sports clubs, and at martial arts classes. The young person has yet to make friends or continue with any of these social activities.

The young person says she is unhappy in the home and is concerned about how a potential criminal charge will affect her future employment chances.

The young person is now receiving the therapeutic support needed. This has taken a long time to arrange, and at least one appointment was missed because staff took the young person out on an activity. A professional from the placing authority said she was disappointed with the limited amount of therapy provided so far.

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

A new format for risk assessments is in place. This document is much clearer and guides staff to understand the risks and to keep young people safe.

The young person has not tried to go missing from this home in recent months. A system is in place should this happen, and staff are clear about how to respond.

The home has kept the young person safe from further sexual abuse and exploitation. The young person gets on with most of the staff and says she can trust them and can talk about almost anything to at least three, but she doesn't get on with all of them.

Recently, behaviour management has not involved the use of physical restraint. It is not clear if all staff have the skills and experience to identify and manage escalating behaviour. One incident of out-of-control behaviour has not been managed well, the

police have been involved and the young person is likely to be charged with assault.

The internet is now available in the home. The staff understand the importance of safe use. They have scoured suitable programmes that young people can access to help them understand the potential dangers. Individual support sessions have also focused on safe use.

The effectiveness of leaders and managers: inadequate

The team has yet to demonstrate that it is able to successfully provide the therapeutic service as described in the statement of purpose. Some arbitrary restrictions are still described in this document. These restrictions may not suit all young people who have experienced sexual abuse and exploitation.

The organisation continues to employ staff without demonstrating that they have the necessary knowledge, skills or qualifications needed. The recruitment process is not robust. There is no system or measure in place to decide who is suitable.

Although all staff do have disclosure and barring service checks, recruitment records are not complete. They do not contain all the information required according to regulations.

Few staff have a social care qualification. The induction process and training programme does not equip all staff to work safely with young people. One member of staff was inappropriately dressed despite this being an issue at the previous inspection. Another staff member has been seriously assaulted. This is likely to have a long-lasting negative impact on both the member of staff and the young person.

Complaints records are disorganised, with key information kept in different files. It is not clear if all agreed actions following complaints have been completed. Records of team meetings did not state that particular issues around complaints had been discussed.

The manager and deputy have created new formats for several records. Care plans and risk assessments have improved. Information is easier to understand, and risk assessments make much more sense. Regular team meetings help staff to understand the needs of the young people.

Supervision records have been updated, and opportunities to test knowledge and reflect on practice are now included. Some quizzes, questionnaires and work sheets have also been developed to increase and test staff knowledge.

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 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, 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: 1236620

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: Bethan Davies

Registered manager: Lara Gorgulu

Inspector(s)

Janice Hawtin, social care inspector

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, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding 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 1231, or email 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 <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.

This publication is available at <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
W: <http://www.gov.uk/ofsted>

© Crown copyright 2017