

1159397

Registered provider: Cambian Childcare Ltd

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This is a privately run children's home. It provides care for up to four children or young people who have emotional and/or behavioural difficulties. This home caters specifically for young people who have been subject to exploitation. Education is provided on site.

Inspection date: 18 August 2017

Judgement at last inspection: Requires improvement to be good

Date of last inspection: 24 April 2017

Enforcement action since last inspection: None

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has declined in effectiveness.

Inadequate leadership and an inexperienced staff team have led to a decline in the progress of young people in all areas of their lives since the last inspection.

One young person has left the home and one has been admitted since the last inspection. Both of these moves happened with little planning or preparation for the young people. The young person left because staff were unable to protect other young people in the home from her behaviour. Another young person is due to move imminently, because staff cannot keep her safe. A recommendation that was made at the last full inspection has not been met.

The young people are not engaging in education. They refuse to participate in the on-site education for more than one hour per day. They are not engaging in any other focused learning activities with staff. As a result, their academic attainment is negligible.

The young people smoke and are known to use illegal substances. They refuse to attend health appointments or take prescribed medication. Consequently, their health is declining rather than improving.

Despite structured daily routines being documented in placement plans, much of the young people's time is spent in their bedrooms. For the most part, they refuse to participate in activities with the staff. Meals are eaten in their rooms or in front of the television.

The young people have not formed sufficiently secure relationships with staff. Individual direct-work sessions focus on 'behaving' in order to be moved from the home more quickly. As a result, there is no emotional investment from the young people and they do not view the home as a place of nurture and protection. Staff are not provided with adequate support to enable them to respond adequately to the feelings, emotions and behaviours presented by the young people. The response to one young person was to tell a significant person in her life that she was doing well, although this was not so, in order to save upsetting him. A requirement in respect of developing positive relationships is raised at this inspection.

Incidents of the young people going missing are increasing. During the time that they are away from home, they continue to engage in potentially exploitative relationships and risk-taking behaviour. The young people are not progressing in their understanding of what makes a healthy and nurturing relationship. A requirement in respect of this is raised at this inspection.

Individual behaviour plans are in place which provide staff with guidance from the therapeutic team on the most effective strategies to manage young people's behaviour. However, staff are not following this guidance consistently, resulting in significant challenge and inappropriate behaviour from the young people. Staff are finding it difficult to manage conflict and to react appropriately when challenged by the young people. During one incident, the young people were able to obtain a key to the staff office and admit themselves. In another, the young people broke into the knife cabinet and left the premises carrying knives. This incident could have resulted in serious consequences for themselves and those in the community, and resulted in a considerable police response.

Staff are not delivering supervision of the young people in line with the home's procedures. For example, two young people were observed in a bedroom with the door closed. This is contrary to the expectations of supervision of young people stated by the deputy manager. The staff lack confidence around challenging young people and apply inconsistent rules and boundaries. For example, one member of staff said that she did not impose 'consequences', but left that to 'management'. A requirement regarding this is raised at this inspection.

A previous requirement regarding the removal of hazards from the bedrooms of those young people who are at risk of self-harming behaviour has been met. However,

managers and staff are not taking appropriate action to safeguard the young people who are at risk of child sexual exploitation. Room searches are not being undertaken, despite concerns that a young person may have a mobile phone in her bedroom. During other ad hoc room searches, items such as SIM cards, a mobile phone and cannabis were found. A requirement to take action to remove items that increase risk and to improve supervision has been raised at this inspection.

An acting manager has been in place since 2016. Although she is experienced, she has not progressed her registration. There are a number of shortfalls in leadership and management that are seriously impacting on the quality of care and protection of young people.

Monitoring and auditing systems are poor. Care planning documents, such as child sexual exploitation risk assessments, are not being reviewed regularly. This is despite the vulnerabilities of the young people in this area clearly increasing. Risk assessments are not updated promptly following incidents. Consequently, staff are unable to gather accurate information about risks and how to manage them. A requirement made at the last inspection has not been met.

The young people are cared for by a predominantly inexperienced care team, lacking qualifications and experience. Only two staff of a team of nine hold a relevant level 3 qualification. The staff on duty during the inspection were not experienced in the care of young people, having come from an adult and elderly care background. Staff spoken to during the inspection said that they have received some training around child sexual exploitation during induction, yet they were unable to recall ongoing training and development in this area. This is not in line with the home's statement of purpose, which states that 'all residential adults have extensive training in the impact of traumatic experiences and in child sexual exploitation itself'. Requirements in relation to ensuring that the staff have the skills and competency to deliver the specialised care as set out in the statement of purpose have been raised at this inspection.

The statement of purpose has not been revised to reflect the current management and staffing details. HMCI has not been notified and a copy has not been supplied. A requirement has been raised at this inspection.

A previous requirement regarding the preparation of a written report about the quality of care review has been met.

Although the bedroom of one young person was homely and personalised, the remainder of the home does not yet present as a high-quality environment where young people would choose to spend time. According to management, new furniture, carpets and decoration are planned. A requirement raised at the last inspection will be raised again at this inspection to allow time for this work to be completed.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/04/2017	Full	Requires improvement
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(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 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 comfortable, well-furnished, well-maintained and pleasant throughout in order to provide high-quality accommodation.</p>	31/08/2017
<p>*The positive relationships standard is that children are helped to develop, and to benefit from, relationships.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure –</p> <p>that staff help each child to understand, in a way that is appropriate.</p> <p>The registered person should ensure staff 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. (Regulation 11 (2)(a)(vi)(x))</p> <p>In particular, engage the young people in meaningful direct work which helps them to understand how to recognise and withdraw from harmful relationships and behaviour. Ensure that staff receive regular high-quality supervision which both supports and challenges their</p>	24/09/2017

<p>practice.</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 in paragraph (1) requires the registered person to ensure—</p> <p>that staff take effective action whenever there is a serious concern about a child’s welfare and 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. (Regulation 12 (1) and (2)(a)(vi)(b))</p> <p>In particular, conduct regular room searches in response to risk. These should be recorded appropriately, making efforts to secure the consent of the young person if possible. Ensure that the young people are appropriately supervised at all times, including when they are in each other’s rooms.</p>	<p>24/09/2017</p>
<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 and ensure that staff have the experiences, qualifications and skills to meet the needs of each child. (Regulation 13(1) and (2)(b)(h))</p> <p>In particular, ensure that important documents such as risk assessments are regularly reviewed and updated promptly following new incidents. Staff must be supported to gain the experience, qualifications and skills to meet the needs of each young person, particularly around the area of child sexual exploitation. Gaps in knowledge and skills should be identified and arrangements made to address these.</p>	<p>24/09/2017</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 –</p> <p>keep the statement of purpose under review and, where appropriate, revise it; and notify HMCI of any revisions and send HMCI a copy of</p>	<p>24/09/2017</p>

<p>the revised statement within 28 days of the revision. Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose. (Regulation 16(3)(a)(b) and (5))</p>	
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* These requirements are subject of a compliance notice.

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 homes regulations including the quality standards', page 17, paragraph 3.27)

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. 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.

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.

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 Group, 4th floor Waterfront Building,
Chancellors Road, Hammersmith Embankment, London W6 9RU

Responsible individual: Lorna Fearon

Registered manager: Post vacant

Inspector

Janet Black, social care inspector

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