

# 1155780

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This is a privately owned children's home registered to provide care and accommodation for up to four young people. It specialises in providing a 12-month therapeutic programme for young people at risk of, or involved in, child sexual exploitation.

**Inspection dates:** 6 to 7 December 2017

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

How well children and young people are helped and protected **outstanding**

The effectiveness of leaders and managers **outstanding**

The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care.

**Date of last inspection:** 1 August 2016

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Key findings from this inspection

This children's home is outstanding because:

- Staff keep young people safe.

- Young people feel prepared for their futures. They believe that they will make safer choices because of the work that they have undertaken with staff.
- Staff respond quickly and effectively in an emergency.
- The registered manager's understanding and consideration of risk is exceptional.
- The registered manager and staff allow young people to make choices and learn from their experiences in a safe and protective environment.
- Young people make exceptional progress.
- The registered manager and staff undertake research to learn and improve their practice.
- The management team is inspirational.
- The registered manager's expectations of staff are high. Staff meet these expectations and are proud of the work that they do.
- Partnership working with other agencies is excellent.
- Managers and staff have determination and drive to achieve the best outcomes for the young people that they support.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
01/08/2016	Full	Good
14/04/2016	Full	Inadequate

## Inspection judgements

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

Young people develop excellent relationships with staff. Managers and staff are committed to helping young people understand the trauma that they have previously experienced. They are persistent in their efforts to keep young people safe now and in the future. One young person told the inspector, 'I love it here... Staff helped me understand the risk I was at. They have helped me so much. They taught me more about myself than I knew about myself.' Consequently, young people thrive and feel valued by the staff that care for them.

Staff also form exceptional relationships with young people's family members and professionals. One social worker said, 'I would recommend the provision to any other young person in a similar circumstance.' A police officer explained that a young person has made significant progress since moving to the home, stating, 'The improvement is overwhelming. The staff are the main reason this change has happened; I cannot fault the placement or the staff.'

Young people's progress is outstanding. For example, one young person's education attendance has significantly increased to 100%. Before moving to the home, she had refused to attend school. Another is in college and is also working part time. Staff find innovative and creative ways to engage young people in education when they are struggling to attend school. This includes visiting museums, and matching their interests to educational activities. Staff expect all young people to attend education; they have high aspirations for them and believe that they can achieve. This gives young people self-belief.

Staff ensure that they provide individualised care to each young person. Managers and staff undertake research to help them understand each young person's experiences. For example, staff have researched child sexual exploitation case studies in the local authorities from where young people have come. This allows staff to share their learning and educate young people to avoid such risks in the future.

Young people engage regularly in individual sessions with staff. One young person explained, 'It is like a weight is lifted from your shoulders.' The work undertaken with young people is relevant and focused. This supports young people to make progress in all areas of their lives.

Staff put young people at the centre of the care that they provide. They listen to them and ensure that they take their wishes and feelings seriously, strongly advocating for them when this is required. Staff celebrate achievements and progress. Young people receive trophies with positive personalised messages attached. Young people display these proudly in their bedrooms. As a result, young people's self-esteem grows and they learn about appropriate and positive behaviours.

Physical interventions rarely occur because of the positive relationships between staff

and young people and the awareness that staff have of potential issues.

Staff support young people very effectively to develop the skills that they need as they approach adulthood. Staff award young people with certificates in recognition of the progress that they have made. Staff empower young people and support them to have a voice. For example, staff assisted a young person to get an advocate and a solicitor. They then arranged a meeting with the head of service from her local authority to discuss her future care and some concerns that the young person had. Another young person told the inspector, 'I feel I am prepared for my future. I am very grateful to the staff and all they want is what is best for you, they want to help you.' Consequently, young people become more confident. They feel empowered and are well prepared for the future.

### **How well children and young people are helped and protected: outstanding**

The registered manager makes sure that planning, risk assessment and risk management processes are of the highest quality. For example, risks are pre-empted, reviewed regularly and strategies are put in place to reduce them. This ensures that young people feel safe and are safe. The registered manager and the staff team are intuitive. They know young people well and identify potential risks and triggers. Planning to reduce these risks is detailed and highly effective. For example, staff undertake 'mock drills' simulating what would happen if the young people were to go missing from the home. This is very effective. For example, on one occasion, a young person was kept safe when she attempted to go missing because staff knew how to respond quickly and effectively. Due to the exceptional diligence of the staff, young people do not go missing. This is a highly significant improvement from the behaviours that they displayed before they moved in. A young person told the inspector, 'I feel safe; this house wants the best for us.'

The registered manager and staff provide excellent specialist support to young people who have been involved in, or are at risk of, sexual exploitation. Young people attribute their feelings of safety to this support. For example, one young person said, 'Staff show you the risks you were at and what could have happened or would happen if you carry on being at risk; they show you why.'

The registered manager and staff liaise closely with the local police force and young people's home police forces before young people move into the home and throughout their stay. The local police visit the home every month to promote positive relationships with young people and share information with staff. When young people make disclosures about previous abuse, staff support them to talk to the police. Young people have displayed immense bravery. Their evidence has contributed to a number of convictions. A police officer explained, 'I have constant updates from the staff. If [the young person] makes any disclosures, they are documented very well and sent to me to then continue with any investigation that may need to take place.'

The registered manager and staff protect young people very effectively. However, they expertly balance this with a realistic view that young people need to take measured

risks. For example, young people work towards 'free time' in the community, independent travel, use of the internet and mobile phones. This effective balance is achieved through excellent risk assessments which are regularly reviewed and adapted to meet young people's individual needs and circumstances. A police officer shared that staff initially 'restrict young people's alone time and provide constant one-to-one support, which is what the young people need. Eventually, more independent time is given.'

A parent also shared how pleased she was with the staff team's ability to safeguard her daughter. This has also resulted in their relationship improving. She said, 'The staff have protected, and are continuing to safeguard, my daughter. They help her deal with her emotions and set out clear-cut boundaries for her. This has, in turn, helped me and [the young person] develop a healthy relationship.'

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

The registered manager and the deputy manager are inspirational. The registered manager's enthusiasm filters down throughout the staff team. Staff share his passion to achieve the best outcomes for young people.

While the registered manager's main focus is on the young people, he understands the importance of a happy, content and high-functioning staff team. Staff told the inspector that the registered manager was very accommodating. For example, he adapts shift patterns as long as it does not impact on the young people. A member of staff said that managers 'see the bigger picture'.

The registered manager provides staff with regular and effective supervision. This is in addition to regular monthly meetings where the registered manager recognises the positive work of the staff. Staff feel supported, valued and motivated as a result.

The registered manager has a clear understanding of the strengths of each staff member and is able to achieve the best from his staff team. He is also effective in challenging practice that is not up to his high standards or expectations. He does this in a supportive and reflective manner, promoting opportunities to learn and develop. One member of staff told the inspector that she receives 'great management and great support'. She also shared that the registered manager 'sees the potential in the staff team and helps us progress. I love it, I am so happy to be here.'

The registered manager has developed a highly experienced staff team. The staff have the relevant skills and training to ensure that they meet young people's needs. When the staff undertake training, the registered manager tests their knowledge with fun quizzes to further develop and instil the messages learned.

The registered manager and staff undertake research on an ongoing basis, when potential risks are identified and to improve practice. This is reflected in the exceptional quality of care that young people receive, particularly in relation to the area of child sexual exploitation. This research informs the work that is undertaken with young

people. The registered manager and staff strive relentlessly to promote positive outcomes for young people while developing their self-esteem and confidence and ensure that young people are more resilient in the future.

## **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:** 1155780

**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:** Jack Smallman

## Inspector

Lisa O'Donovan, 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 children looked after, 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](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 <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 <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: <http://www.gov.uk/ofsted>

© Crown copyright 2018