

# 1225136

Registered provider: Cambian Childcare Ltd

Interim 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 four young people who may have emotional and/or behavioural difficulties. The home is privately owned and managed.

**Inspection date:** 30 January 2018

**Judgement at last inspection:** Good

**Date of last inspection:** 11 May 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 good at the last full inspection.  
At the interim inspection, Ofsted judges that it has declined in effectiveness.

Since the last inspection, a number of young people have been discharged and several young people have joined the home. The needs of young people admitted to the home have not always been properly considered, which has led to shortfalls in some aspects of their care and support. At the time of the inspection, it was identified that one young person required a more specialised placement as a result of her complex needs. However, information about her complex needs was made available prior to her placement being agreed. Had this been properly considered, it would have avoided a period of disruption for this young person.

Impact risk assessments do not contain sufficient information and demonstrate that risks relating to young people's care are not consistently identified. Further, the impact of new young people moving into the home on those already living there is not always managed effectively. This has resulted in failure to manage risks to young people's safety and

well-being and, as such, failure to protect young people from harm.

The registered manager and staff do not manage the risks to young people's safety and well-being effectively. In some cases, risks to young people are not identified, despite there being clear indicators that these risks exist. For example, a concerning incident recently occurred when a young person exited a moving car. However, a risk assessment or risk management plan was not completed to consider measures needed to protect the young person and others in the future. In another example, a young person's assessment in relation to aggressive behaviour stated that there were low risks, despite clear evidence that this was not the case.

There is demonstrable failure to safeguard one young person against bullying. Relationships between some young people are difficult and there have been several incidents of bullying, which have included damage to a young person's property, verbal abuse and physical assaults. Despite this, no bullying risk assessments have been completed and staff have failed to effectively manage the situations. This has resulted in the young person's safety and well-being not being protected. This young person expressed upset about the situation, describing it as 'horrible'.

Some young people who live at the home do go missing from care at times. There has been failure to ensure that all the risks are taken into account when this happens. For example, one young person assessed as being highly vulnerable to child sexual exploitation has a specific trigger plan in place, which results in escalated action from the police in the event that she becomes missing from home. However, during the inspection, it was confirmed that not all staff and managers were aware of the existence of the trigger plan. This means that the young person was at risk of not being effectively safeguarded while missing from home.

There have been recent occasions where young people's behaviours have been problematic in the home, and a number of incidents, including significant damage to property, have occurred. Records demonstrate that staff are not consistently confident in dealing with such incidents. This issue is exacerbated by the fact that appropriate levels of individualised guidance in relation to young people's behaviours are not in place.

The lack of individualised behaviour guidance means that thresholds for using physical intervention are not clear. This has resulted in at least one occasion where staff physically intervened in a situation where records indicated that this course of action was not necessary. The manager of the home advised that he has spoken with staff about this incident. However, this was not made clear in the record of the incident or records of debrief carried out by the manager following the incident.

There is inconsistency in terms of how staff use consequences or sanctions to assist young people in developing appropriate behaviours. Records of some sanctions issued by staff are not clear. It was also noted that not all staff issue sanctions in a consistent manner. This means that young people do not benefit from consistent behaviour support.

Young people spoke highly of staff during the inspection and gave examples of what they felt the home did well. One young person commented that the staff were flexible and always willing to assist when asked. Another young person said he felt the home

was 'loads better than my last place'.

It was apparent when reading records of direct work that staff do attempt to understand the things that are important to young people and act on them. For example, one young person expressed some wishes in relation to contact with his family, and the staff member immediately contacted the social worker to discuss this.

Following a recommendation made at the last inspection, all young people have access to independent advocates, although to date they have chosen not to engage with them. However, it was noted that staff didn't always respond positively to complaints raised by young people. For example, during the inspection, a young person commented to staff that she wanted to make a complaint but the staff member did not respond. It was also established that, should young people wish to make a complaint, they are required to request a complaints form from the manager. This may lead to young people feeling unable to raise their concerns and, as such, complaints forms should be made available to young people without them having to request them. A requirement is raised in relation to this matter, to help ensure that young people are enabled to provide feedback and raise issues about their care.

Since the last inspection of the home, the registered manager has left and a new manager has been appointed. He is currently going through the process of registration with Ofsted. Two external professionals spoke highly of the manager and commented that they felt there had been some positive progress at the home since the new manager was appointed.

Recommendations made at the last inspection in relation to advocacy, education and staff appraisal have been addressed. However, a recommendation relating to the standard of young people's accommodation remains outstanding. It is acknowledged that some improvements have been made to the fabric of the home. However, a number of areas still remain in need of improvement. It was also noted that one young person's bedroom window remained boarded for longer than ten days after being broken.

This inspection identified that the standard of record-keeping in the home requires significant improvement. Examples of inaccurate information were found in various records. Other records contained outdated information, which had not been updated despite significant events or new information being available. It was noted during the inspection that a serious incident had taken place in the home on the previous evening. However, there was no record of this incident and some follow-up action in relation to young people had not been taken as a result. A requirement is raised in relation to the completion of records to help ensure that these are maintained in an accurate manner.

Evidence was found that the manager and staff do not always learn from serious or adverse incidents. There is a lack of reflection in some cases. For example, a serious incident involving one young person recently took place. However, it was found that there had been no update to this young person's risk assessment or risk management plan. This lack of reflection results in potential measures to avoid a recurrence of the incident not being identified or agreed.

Shortfalls were identified in relation to the notification of serious incidents. A number of incidents had occurred in the home that should have been notified to Ofsted but had not

been. This undermines the ability of the regulator to monitor and assess risks, and, as such, does not promote young people's safety and well-being.

As a result of this inspection, eight requirements have been raised, two of which are subject to compliance notices. The high number of shortfalls identified demonstrates that the current systems for monitoring safety and quality across the service are not effective. As such, a requirement is raised in relation to the leadership and management of the home to help ensure that internal monitoring systems are improved. The progress of the home will be monitored by Ofsted to ensure that the necessary improvements required to protect the safety and well-being of young people are made.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
11/05/2017	Full	Good
12/10/2016	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>12: The protection of children standard*</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—</p> <p>assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other; (Regulation 12(1)(2)(a)(i)(iii)(iv))</p>	26/02/2018

<p>14: The care planning standard*</p> <p>The care planning standard is that children— receive effectively planned care in or through the children’s home; and</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure— that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home’s statement of purpose. (Regulation 14(1)(a)(2)(a))</p>	<p>26/02/2018</p>
<p>7: The children’s views, wishes and feelings standard</p> <p>The children’s views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children’s care and welfare and their lives.</p> <p>In particular, the standard in paragraph (1) requires the registered person to— ensure that each child— is enabled to provide feedback to, and raise issues with, a relevant person about the support and services that the child receives; (Regulation 7(1)(a)(b)(c)(2)(b)(i))</p>	<p>09/03/2018</p>
<p>13: The leadership and management standard</p> <p>The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person must enable, inspire and lead a culture in relation to the children’s home that— helps children aspire to fulfil their potential; and promotes their welfare. use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1)(a)(b)(2)(h))</p>	<p>09/03/2018</p>
<p>20: Restraint and deprivation of liberty</p> <p>Restraint in relation to a child must be necessary and proportionate. (Regulation 20(2))</p>	<p>26/02/2018</p>

<p>35: Behaviour management policies and records</p> <p>The registered person must prepare and implement a policy (“the behaviour management policy”) which sets out—</p> <p>how appropriate behaviour is to be promoted in the children’s home; and</p> <p>the measures of control, discipline and restraint which may be used in relation to children in the home.</p> <p>The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>details of any methods used or steps taken to avoid the need to use the measure;</p> <p>the effectiveness and any consequences of the use of the measure;</p> <p>within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so (“the authorised person”)—</p> <p>(i) has spoken to the user about the measure; (Regulation 35 (1)(a)(b)(3)(a)(v)(vii)(b)(i))</p>	<p>09/03/2018</p>
<p>36: Children’s case records</p> <p>The registered person must maintain records (“case records”) for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child;</p> <p>are kept up to date; and</p> <p>are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))</p>	<p>09/03/2018</p>
<p>40: Notification of a serious event</p> <p>4) The registered person must notify HMCI and each other relevant person without delay if—</p> <p>(a) a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation;</p> <p>(b) an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>(e) there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40(4)(a)(b)(e))</p>	<p>26/02/2018</p>

\* These requirements are subject to a compliance notice.

## Recommendations

- For children's homes to be nurturing and supportive environments that meet the needs of their children, they will, in most cases, be homely, domestic environments. This relates specifically to completing all outstanding repairs and redecoration, where needed. ('Guide to children's homes regulations, including the quality standards', page 15, paragraph 3.9)
- When a child returns to the home after being missing from care or away from the home without permission, the responsible local authority must provide an opportunity for the child to have an independent return home interview. Homes should take account of information provided by such interviews when assessing risks and putting arrangements in place to protect each child. ('Guide to children's homes regulations, including the quality standards', page 45, paragraph 9.30)
- Records of restraint must be kept and should enable the registered person and staff to review the use of control, discipline and restraint to identify effective practice and respond promptly where any issues or trends of concern emerge. The review should provide the opportunity for amending practice to ensure it meets the needs of each child. ('Guide to children's homes regulations, including the quality standards', page 49, paragraph 9.59)

## 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.

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:** 1225136

**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:** Beverley Woods

**Registered manager:** Post Vacant  
Christopher Pugh

## Inspectors

Marie Cordingley, social care inspector  
Jessica Forshaw, social care inspector



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