

1236620

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

- The home provides care for up to four children of between 11 and 18 years old.
- Children who live at the home will have experienced child sexual exploitation and may exhibit social, emotional and some mental health issues.
- All children living in the home will be of the same gender.
- The home provides a therapeutic programme delivered through a clinical team within the organisation.
- The home is part of a large private organisation.
- The organisation also operates a school which children from this home may attend.
- The registered manager has been registered since 2017.

Inspection dates: 5 to 6 June 2018

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

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

The effectiveness of leaders and managers **requires improvement to be good**

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

Date of last inspection: 8 August 2017

Overall judgement at last inspection: requires improvement

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/08/2017	Full	Requires improvement
25/04/2017	Full	Inadequate
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>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> <p>Helps children aspire to fulfil their potential and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home's workforce provides continuity of care to each child;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>(Regulation 13(1), (2)(a)(c)(e)(f)(h))</p> <p>In particular, ensure that children are cared for by a consistent team of staff who have suitable skills and experience.</p> <p>Ensure that the registered manager improves the home's monitoring systems to enable her to critically analyse information, identify learning points and take action to improve the quality of care.</p>	20/07/2018
25: Fire precautions	20/07/2018

<p>After consultation with the fire and rescue authority, the registered person must—</p> <p>ensure, by means of fire drills and practices at suitable intervals, that persons working at the home and, so far as reasonably practicable, children are aware of the procedure to be followed in case of fire.</p> <p>(Regulation 25(1)(d))</p>	
<p>33: Employment of staff</p> <p>The registered person must ensure that all employees—receive practice-related supervision by a person with appropriate experience.</p> <p>(Regulation 33(4)(b))</p>	20/07/2018

Recommendations

- Ensure the registered manager considers the location of the home telephone to enable children to access a telephone privately and without reference to a member of staff. ('Guide to the children's homes regulations including the quality standards', page 58, paragraph 11.17)

Inspection judgements

Overall experiences and progress of children and young people: good

Leaders and managers have taken sufficient action since the previous inspection to improve the quality of care provided to children. Children make progress in comparison to their starting points when they first moved into the home.

Children attend school more regularly and take their exams. One child has secured a full-time job. Children make good use of the facilities in their local community, and some attend local clubs. These experiences enable them to make friends.

The staff team values the children. The relationships between staff and children were observed to be positive and caring. Despite this, children have received some inconsistent care over the last nine months due to the number of different staff working in the home. Leaders and managers know about this shortfall and are making progress in recruiting a permanent staff team.

Leaders and managers have taken some steps to move away from a standard approach to the use of restrictions in the home. Door alarms are no longer activated on bedroom and external doors. The registered manager disconnected the closed circuit television during the inspection. These actions contribute to the whole home becoming more domestic and personalised, to a standard similar to that in the living areas and bedrooms.

Staff help children to make new friends, as well as build on the relationships that they have with their families and friends. Children are able to do this at their own pace and have some real success in rebuilding important relationships. Children have pets which they love and care for.

The clinical team includes a psychologist and occupational therapist who support the staff to deliver a therapeutic model. Staff spoken to during the inspection understood this model and how it can support children.

How well children and young people are helped and protected: good

Children make good progress in developing an awareness of risks and how to keep safe. An example of this is how well children are starting to understand about harmful and exploitative relationships. Leaders and managers sensitively support children who make disclosures, while ensuring that all appropriate child protection referrals are made to the relevant agencies.

In the main, leaders and managers manage child protection concerns effectively. However, on one occasion a delay occurred in reporting a child protection concern. This weakness did not have a detrimental impact on the child, and the actions required following the management investigation into this shortfall are now complete.

Children are making good progress and taking fewer risks in relation to going missing

and self-harm. There has been a significant reduction in both 'missing' and self-harm. Children are proud of these achievements. On the one occasion that a child did go missing, the staff followed the 'missing' protocol effectively. Leaders and managers ensure that when children go missing they are provided with an independent return home interview.

Leaders and managers implement a training programme that supports staff to develop. Training includes understanding child protection, abuse, trauma, sexual exploitation and self-harm. The skills that staff learn from this training inform their practice and are used to produce children's care plans.

All children have positive behaviour plans and risk assessments that are well maintained. Staff develop strategies with the clinical team to support children with positive behaviour. These strategies are effective. Staff celebrate achievements with children.

Leaders and managers recruit new staff safely. The registered manager has attended value-based interview training and uses this methodology effectively when recruiting staff.

The effectiveness of leaders and managers: requires improvement to be good

The monitoring systems to review the quality of care that children receive require improvement to be good. The registered manager does not always identify areas for learning and improvement of practice in her reviews.

When areas for development are identified, the registered manager does not always take swift action to rectify the weaknesses. An example of this is a repeated recommendation from the independent visitor to ensure that staff take part in a fire drill. During this inspection, one member of staff had still not participated in a fire practice or evacuation.

Leaders and managers have not provided staff with the opportunity to reflect on their practice through regular supervisions. The registered manager identifies this as an area for development. More recently, supervision has become more frequent for some staff.

Children do not always have the opportunity to grow and develop at their own pace, due to the restrictions that remain in place. Children do not have access to the home's telephone without asking a member of staff, due to its location in the office. The home remains surrounded by high fencing, which the registered manager deems as unnecessary although has no current plans to replace it.

Leaders and managers correctly identify the consistency of staffing as a current weakness of the home. In the last nine months, 40 different members of staff have worked in the home. This weakness is a priority in the home's development plan.

Leaders and managers assess the suitability and impact that a child moving in will have on the home and other children. This assessment is comprehensive. However, the written review does not include an overall analysis and outcome by the registered manager.

There is an effective complaints procedure in place. Children feel confident to express their views and make a complaint. Leaders and managers listen to children and provide

them with an outcome to their complaint.

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.

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, Waterfront, Hammersmith Embankment,
Chancellors Road, London, Middlesex W6 9RU

Responsible individual: Nicola McClements

Registered manager: Lara Gorgulu

Inspector

Nicola Lownds, social care inspector

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