

1159272

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A private company owns this home. The home provides a 12-month programme for female young people who have experienced or are at risk of sexual exploitation. It is likely that young people who are admitted to the home will also have emotional, social and/or behavioural difficulties as a result of their experiences.

The aim is to provide an individualised approach, with education, clinical and care professionals working together in support of a young person's care plan. This is intended to create a care package that will best meet the needs of each individual young person. This is regularly monitored through team-around-the-child (TAC) meetings.

There is a school building on-site that young people attend. This is part of a larger school that is inspected separately by Ofsted. The registered manager has been in post for nearly three years since the home first opened.

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: 31 July 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
31/07/2017	Full	Good
22/03/2017	Interim	Declined in effectiveness
11/10/2016	Full	Good
24/02/2016	Interim	Sustained effectiveness

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 leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that helps children aspire to 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. (Regulation 13(1)(2)(a))</p> <p>In particular, ensure that staff communicate effectively with other professionals and follow correct procedures; and, promote the monthly risk management meetings with the local authority through improved record-keeping and taking any necessary follow-up actions.</p>	28/09/2018
<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 helps children aspire to their potential, and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure the home's workforce provides continuity of care to each child. (Regulation 13(1)(2)(e))</p>	28/09/2018
<p>The registered person must ensure that staff who work in the home in a care role have the appropriate qualification by the relevant date. (Regulation 32(3)(b)(4)(5))</p>	28/09/2018

Inspection judgements

Overall experiences and progress of children and young people: good

Three young people have successfully moved out of the home since the last inspection and either live independently, have returned home or moved to foster care. This is a

good measure of success that the young people's individual care programmes are working. There are similar plans for young people currently at the home, which demonstrate that this is an ongoing positive trend.

Staff have a good understanding of young people's individual needs from coordinated joint work with social workers and the provider's clinical team. This prioritises the therapeutic needs of young people, who experience well-developed and personalised responses from staff.

Young people reflect on their experiences, gradually learning to manage their anxieties and reduce the level of challenging behaviour. This is helped by staff who are nurturing and understanding and build positive relationships with young people.

All young people have significantly improved their attendance and achievements at school. Care and education staff work collaboratively to promote young people's learning and progress. Return home plans for young people also include a return to mainstream school wherever possible.

Young people are placed a long way from their home areas. Staff understand the importance of frequent, regular family contact in order to maintain young people's sense of identity and family belonging. Joint working with social workers promotes family contact wherever this is safe and appropriate. Young people are now able to stay overnight with their families at weekends and during school holidays. This reflects how much young people have achieved and that risks to their welfare are reducing.

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

Young people have a safe place to live. As part of the 12-month programme, there is a 'stabilisation' period with close supervision of young people and appropriate restrictions on internet access. However, staff also know that they need to promote young people's independence and support appropriate risk taking. Gradually, young people can work towards free time in the community with agreement from placing authorities.

Unsupervised contact at home gives young people further opportunities for independence and to demonstrate that they can keep themselves safe. Staff complete welfare checks at these times and have good working relationships with parents. This allows for any concerns to be shared with social workers and, if necessary, review the contact arrangements. Care practice is based on thorough risk assessments that support young people's safety both inside and out of the home.

Young people engage in one-to-one therapeutic intervention with the provider's psychologist. Combined with the staff use of relevant therapeutic tools and regular discussion, young people improve their self-awareness, understand the risks to their welfare and how they have been exploited. Consequently, young people make positive choices, reduce risk-taking behaviour and work towards a successful transition from the home. Incidents of challenging behaviour from young people reduce significantly as a result of how well staff engage with them.

When an individual's care programme is not going according to plan, appropriate action and decision-making is made in partnership with social workers. This helps ensure that

all young people's placements remain viable and allows for the consideration of alternative care plans.

Young people are missing from the home much less than they used to be, which increases their safety. Staff are proactive with their responses when this does happen. They consistently follow young people's individual missing-from-home strategies and are quick to alert other relevant agencies. Combined working arrangements with the local police ensure that young people return home safely.

Young people know how to complain and the manager ensures that their concerns are appropriately investigated. Although suitable action is taken, record-keeping does not consistently evidence that young people are happy with the outcomes.

The manager ensures that any allegations about staff and any concerns about young people's safety are shared appropriately with the relevant authorities. He takes appropriate action to safeguard young people pending the outcome of any investigations.

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

There is a permanent registered manager in post. During a period of temporary promotion, some aspects of managing the home slipped. Issues include staff supervision, communication with partner agencies, following correct procedures and care practice. The manager has now re-established himself in his role and he is taking action to remedy these shortfalls.

There has been a significant level of staff turnover since the last inspection. While this has the potential to impact negatively on young people, the outcomes that young people have achieved remain good.

There is a thorough recruitment process in place that ensures that only suitable adults are employed to work with vulnerable young people. There is a suitable induction process for new staff and ongoing training that is tailored to meet the needs of young people. New staff enrol to achieve the required care qualification. Two staff, who are more experienced, are beyond the timescale for which they should have achieved this qualification.

Management support for staff is good and supervision is now more regular. Staff morale is good and staff work as a cohesive team.

Despite various avenues for internal communication on shift, shift handovers, team meetings and TAC meetings, communication with partner agencies needs to improve. Two professionals report being asked for the same information by a number of different staff and there is confusion about the arrangements for regular risk management meetings hosted by the local authority. As young people are all placed out of their home areas, shortfalls in working with the local authority and other partner agencies have the potential to impact negatively on young people's outcomes.

There are thorough arrangements for monitoring the standards of practice and management of the home. These provide the manager with a good oversight of the day-to-day care of young people. He has complied with the requirement and

recommendations from the last inspection. He also ensures that care practice is informed by any significant incidents and complaints as part of the process of continuous improvement.

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: 1159272

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: Lorna Fearon

Registered manager: Paul O'Neill

Inspector

Simon Morley, 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.

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 2018