

1257796

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned by a private company. It is registered for up to 16 children who have ongoing mental health needs and challenging behaviours that may prevent them from functioning in the community without continued support. There is a separately registered school on-site. The manager registered with Ofsted in December 2018.

Inspection dates: 19 to 21 June 2019

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

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

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and young people are not protected and their welfare is not promoted or safeguarded.

Date of last inspection: 23 January 2019

Overall judgement at last inspection: improved effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
23/01/2019	Interim	Improved effectiveness
19/06/2018	Full	Requires improvement to be good
26/07/2017	Full	Requires improvement to be 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>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home's statement of purpose;</p> <p>ensure that staff—</p> <p>understand and apply the home's statement of purpose;</p> <p>protect and promote each child's welfare;</p> <p>treat each child with dignity and respect;</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably; and</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>meet the needs of each child. (Regulation 6 (1)(a)(b)(2)(a)(b)(i)(ii)(iii)(vii)(c)(i))</p> <p>In particular, ensure that children's rooms are cleaned to an acceptable standard.</p>	03/07/2019
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the</p>	26/07/2019

<p>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>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; and</p> <p>that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health. (Regulation 12 (1)(2)(a)(i)(b)(d))</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</p> <p>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 has sufficient staff to provide care for 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; and</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b)(2)(a)(c)(d)(f)(h))*</p>	<p>26/07/2019*</p>
<p>For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by</p>	<p>19/09/2019</p>

<p>the relevant date, the individual has attained—</p> <p>the Level 3 Diploma for Residential Childcare (England) ('the Level 3 Diploma'); or</p> <p>a qualification which the registered person considers to be equivalent to the Level 3 Diploma.</p> <p>The relevant date is—</p> <p>in the case of an individual who starts working in a care role in a home after 1 April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home; or</p> <p>in the case of an individual who was working in a care role in a home on 1 April 2014, 1 April 2016. (Regulation 32 (4)(a)(b)(5)(a)(b))</p>	
<p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development; and</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(a)(b))</p>	26/07/2019

* These requirements are subject to a compliance notice.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Significant shortfalls in the management and staffing of the home and in the physical environment have resulted in inadequate care. These shortfalls have put children at serious risk of harm. A history of poor inspection outcomes and repeated regulatory breaches relating to staffing demonstrate a lack of capacity to improve the care provided and to ensure children's safety.

There are insufficient numbers of experienced staff to provide good-quality and safe care to the children. The staff are required to support children who have highly complex needs and present with high-risk self-harming behaviour. The number of staff on shift who are in the probationary period frequently outnumber post-probation staff.

Despite staffing difficulties, the service has continued to admit new children. New staff do not always feel confident to manage the children's needs. As a result, there are times when inexperienced staff are asked to deal with situations that they do not have the

experience or confidence to manage. This contributes to poor decision-making that puts children at risk.

Managers have failed to provide children with a clean and hygienic home. Management monitoring of the environment is ineffective. These failings present a health risk as well as conveying little value to the children and compromising any effort to create a homely environment. The communal rooms are stark and institutional. The conditions are unacceptable. For example:

- Bedroom floors were dirty.
- Bedroom walls were stained with dust and there were insects on the window sills.
- There was a strong odour in two bathrooms.
- Several sinks were stained and full of debris.
- There was rubbish on the bathroom floors.
- Toilets were stained and dirty.
- One toilet was broken away from the wall and remained on the floor attached by a waste pipe following an incident the previous day.

Managers enable the children to contribute to regular multi-agency reviews of their care. These meetings include children and clinical, education and care staff. The frequency and make up of these meetings enable managers to have a good overview of the progress that children make.

The children are making some progress. Children and professionals spoke about the reduction in children's self-harming behaviours. Some children are making progress with their education. This includes children who had previously refused to attend school. Children recognise the progress that they have made. However, there are times when staff are not able to respond to the children because they have to regularly prioritise managing high-level incidents.

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

Managers have failed to ensure that children are looked after by staff who are sufficiently experienced, skilled and qualified. This has culminated in serious incidents.

One incident put a child at significant risk of death. The management decision-making about staff deployment coupled with staff members' decision-making resulted in a series of errors. This meant that a child was not supervised in accordance with their presenting behaviour risk management plan. Despite the child being rated at the highest level of risk, the staff did not follow the clear guidance in the child's risk assessments or in the child's presenting behaviour management plan. All of which contributed to the child being alone in the community and at significant risk.

Managers do not ensure that allegations against staff are investigated with enough professional curiosity or urgency. For example, managers have failed to investigate thoroughly the reasons and motivation for some poor practice. This lack of swift,

decisive action and curiosity does not safeguard children.

Managers review risk assessments. Despite this, some risk assessments are unclear and contain conflicting information. In addition, prior to the inspection, managers had not written risk assessments relating to children smoking on the roadside outside the gate to the home. As a result, risks and the actions necessary to mitigate them are not always captured and when they are, mitigating actions are not always consistent or clear enough.

When concerns about potential radicalisation have arisen, the manager has taken appropriate action. She has consulted with professionals and arrived at balanced conclusions.

The effectiveness of leaders and managers: inadequate

The registered manager is appropriately qualified and experienced for the role.

Managers review serious incidents. However, they do not fully explore their causes or generate actions that are proportionate to the severity of incidents. Investigations are not completed with enough urgency or depth.

Managers have failed to recognise or evaluate the continued staffing issues that clearly link to each incident. Several new, probationary and unqualified staff work alone with children during times of significant challenge and risk. There is a consequential pressure on the entire staff team that has not been recognised or addressed. Despite these pressures, the responsible individual and registered manager continued to accept new admissions. This fails to provide safe or adequate care for highly vulnerable children.

The staff do not receive formal, reflective supervisions with enough regularity. In addition, therapeutic staff do not routinely take up offers of supervision from therapeutic leads. This does not provide staff with the support that they need emotionally or practically. It does not support staff to reflect on significant incidents and does not help staff to learn and develop in response to these incidents.

The manager monitors training progress. There are seven members of staff who have recently achieved a relevant level 3 qualification. However, there are staff who have not achieved a relevant level 3 qualification in the requisite time frame.

Overall, management monitoring is ineffective. Some significant shortfalls identified at this inspection, such as the cleanliness of children's rooms and the staffing issues, have not been identified through the existing monitoring arrangements.

Feedback from professionals was consistently positive. They said that children are making progress and that communication with the managers is good.

The manager has improved the way in which complaints are managed. As a result, this previous shortfall has been addressed.

Because of the concerns identified throughout this inspection, Ofsted is likely to take further enforcement action.

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: 1257796

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: 4th Floor, Waterfront, Manbre Wharf, Manbre Road, Hammersmith, London W6 9RU

Responsible individual: Michael Coleman

Registered manager: Alex Mitchell

Inspectors

Ashley Hinson: social care inspector

Deirdra Keating: social care inspector

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