

1256973

Cameron and Cooper Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This children's home is registered to accommodate up to six children. The statement of purpose states that it admits children who need therapeutic care and support. The home is the only home owned and operated by this small private organisation.

The manager has been registered with Ofsted since August 2017.

Inspection date: 25 June 2019

This monitoring visit

An interim inspection on 14 February 2019 judged the home to have declined in effectiveness. A monitoring visit on 2 May 2019 found the home had not met the requirements of a compliance notice under Regulation 12 (1)(2)(a)(i). A notice to restrict accommodation was served on 14 May 2019. The purpose of this monitoring visit was to assess compliance with the notice. An assessment was made of progress made in the four specific areas of concern raised in the notice restricting accommodation.

The registered manager and responsible individual were present at this monitoring visit.

Significant areas of concern in the restriction notice were as follows:

A lack of oversight from the organisation's leadership. This contributed to the failure to meet the steps of the compliance notice relating to risk management.

Since the last monitoring visit, the management structure of the home has changed significantly. A new interim manager is in place and the previous registered manager has moved into a deputy role. The new interim manager has submitted an application to Ofsted to become registered and the previous registered manager is submitting a voluntary cancellation form to Ofsted.

The interim manager demonstrates confidence and experience in the role. She has a clear action plan in place to address the issues of concern raised in the restriction notice. She is working in partnership with the responsible individual to develop the staff team.

The interim manager is leading the change well. Staff and children at the home said that they have confidence in her. They feel that changes that have happened in recent weeks have been for the better.

There have been big improvements in the communication structures between leaders and staff, including an enhanced weekly staff meeting, a weekly guided reading, a more structured induction and a comprehensive training plan.

The new interim manager has improved the relationships with neighbours and as a result, complaints have reduced in recent weeks.

The interim manager is also working to enhance the children's participation in the service. Children's meetings now have a dedicated lead member of staff, the structure of the meetings has been improved and there is a new system for children to complain or to give feedback to staff.

The failure to complete adequate risk assessments to safeguard children and staff.

The interim manager and responsible individual have overseen a complete overhaul of risk and behaviour management paperwork. The paperwork is a clear improvement on previous systems. Actions for staff are easy to understand and appropriate to the risks identified. The risk ratings are much clearer and use a simple high-medium-low structure. Risk ratings were also proportionate to the risks identified.

All staff have been given clear induction into the new systems and more detailed training is planned for July.

A failure to communicate adequately to staff how to keep children safe and manage risk-taking behaviours.

The interim manager and responsible individual have made this a primary focus. They are working on developing systems to ensure that changes to paperwork and systems are clearly communicated to staff.

The interim manager has introduced sign off sheets to hold staff accountable for reading updated paperwork. She undertakes regular supervision with key workers to ensure that folders are being kept in good order and are up to date. The staff are also given a weekly read task. This ensures that staff keep up to date with changes

to systems and paperwork.

Leaders have also reviewed the team meeting structure. Staff now hold an extensive minuted meeting, which has both a development and information function. Bank staff cover the home for half a day so that all staff can fully participate.

Staff also have occasional working lunches together to talk about care and support planning.

The registered manager showed a limited understanding of the risk management procedures required to safeguard children effectively.

The new interim manager is working hard to build partnerships through ICHA and a local managers' network to help and support her own development.

She talked through a set of risk assessments for a child. She was very confident in explaining the new systems and could provide good reasoning behind changes to the paperwork. She also provided the new This is Me document, which has been set up to give children a clear voice in their own care and support. These contain very clear instructions for staff on how children best like to be supported. This includes discussion of risk and behaviour management from the child's point of view.

The new interim manager demonstrates experience in managing the risk and behaviours of children in care. She is clear on how she wants to translate this to staff. She is providing support and leadership to the team to improve their skills and understanding. At present, it is difficult to assess the effectiveness of this for managing children as it has not been tested. There has been a period of calm in the last few weeks. It remains to be seen how staff and managers respond should there be a return to the more challenging behaviours displayed previously by children. Enhanced leadership at the home could be contributing to this period of calm.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/02/2019	Interim	Declined in effectiveness
22/05/2018	Full	Good
05/02/2018	Full	Inadequate

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
In meeting the quality standards, the registered person must, and must ensure that staff, seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans. (Regulation 5 (a))	28/04/2019
<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 and 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 ensure that the premises used for the purposes of the home are designed and furnished so as to meet the needs of each child.</p> <p>(Regulation 6 (1)(a)(b)(2)(c)(i))</p>	28/04/2019
<p>The health and well-being standard is that the health and well-being needs of children are met, children receive advice, services and support in relation to their health and well-being and children are helped to lead healthy lifestyles.</p> <p>(Regulation 10 (1)(a)(b)(c))</p>	28/04/2019
<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 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. (Regulation 12 (1)(2)(a)(i))</p>	28/04/2019
The protection of children standard is that children are protected from harm and enabled to keep themselves safe.	28/04/2019

<p>In particular, the standard in paragraph (1) requires the registered person to ensure that staff— take effective action whenever there is a serious concern about a child's welfare. (Regulation 12 (1)(2)(a)(vi))</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 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. (Regulation 12 (1)(2)(b))</p>	28/04/2019
<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 fulfil their potential and promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to 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>	28/04/2019
<p>If the Regulatory Reform (Fire Safety) Order 2005(a) applies to the home the registered person must ensure that the requirements of that Order and any regulations made under it, except for article 23 (duties of employees), are complied with in respect of the home. (Regulation 25 (2)(b))</p>	28/04/2019
<p>The registered person must prepare and implement a policy ("the behaviour management policy") which sets out how appropriate behaviour is to be promoted in the children's home and the measures of control, discipline and restraint which may be used in relation to children in the home. (Regulation 35 (1)(a)(b))</p>	28/04/2019
<p>The registered person must ensure that 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— the name of the child; details of the child's behaviour leading to the use of the measure; the date, time and location of the use of the measure; a description of the measure and its duration; details of any methods used or steps taken to avoid the need</p>	28/04/2019

<p>to use the measure; the name of the person who used the measure ("the user"), and of any other person present when the measure was used; the effectiveness and any consequences of the use of the measure; and a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure. (Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii))</p>	
<p>The registered person must notify HMCI and each other relevant person without delay if there is an allegation of abuse against the home or a person working there. (Regulation 40 (4)(c))</p>	28/04/2019
<p>A person may only manage a children's home if— the person is of integrity and good character; having regard to the size of the home, its statement of purpose, and the number and needs (including any needs arising from any disability) of the children— the person has the appropriate experience, qualification and skills to manage the home effectively and lead the care of children. (Regulation 28 (1)(a)(b)(i)(ii))</p>	17/06/2019
<p>If the registered provider is an individual, the individual must undertake such continuing professional development as is necessary to ensure that the individual has the skills needed for carrying on the children's home.</p> <p>If the registered provider is an organisation, the organisation must ensure that the responsible individual undertakes such continuing professional development as is necessary to ensure that the responsible individual has the skills needed for supervising the management of the home.</p> <p>If the registered provider is a partnership, the partnership must ensure that one of the partners undertakes such continuing professional development as is necessary to ensure that the partner has the skills needed for carrying on the home.</p> <p>The registered manager must undertake such continuing professional development as is necessary to ensure that the registered manager has the skills needed for managing the home. (Regulation 29 (1)(2)(3)(4))</p>	17/06/2019

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 1256973

Provision sub-type: Children's home

Registered provider: Cameron and Cooper Limited

Registered provider address: Accord Accountants, 191–193 High Street,
Hampton Hill, Hampton TW12 1NL

Responsible individual: Camilla McInnes

Registered manager: Gowkurrun Chuttoor

Inspector

Peter Jackson, social care inspector

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