

# 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 present with 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:** 31 July to 1 August 2019

**Overall experiences and progress of children and young people, taking into account** **requires improvement to be good**

How well children and young people are helped and protected **requires improvement to be good**

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

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of last inspection:** 19 June 2019

**Overall judgement at last inspection:** inadequate

**Enforcement action since last inspection:** Following the full inspection on 19 June 2019, Ofsted served a notice restricting accommodation on 27 June 2019. In addition, on 2 July 2019, Ofsted served a compliance notice under Regulation 13.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
19/06/2019	Full	Inadequate
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>treat each child with dignity and respect; and</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably. (Regulation 6 (1)(a)(b)(2)(a)(b)(i)(iii)(vii))</p> <p>In particular, ensure that the environment is clean and homely.</p>	26/08/2019
<p>The health and well-being standard is that—</p> <p>the health and well-being needs of children are met;</p> <p>children receive advice, services and support in relation to their health and well-being; and</p> <p>children are helped to lead healthy lifestyles. (Regulation 10 (1)(a)(b)(c))</p>	26/08/2019
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p>	05/08/2019

<p>In particular, the standard in paragraph (1) requires the registered person to ensure— that staff—</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1)(2)(a)(v)(vi)(vii))</p>	
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety.</p> <p>The registered person may only—</p> <p>employ an individual to work at the children's home; or</p> <p>if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home,</p> <p>if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</p> <p>the individual is of integrity and good character;</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1)(2)(a)(b)(3)(a)(b)(c)(d))</p>	<p>05/08/2019</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 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</p>	<p>19/09/2019</p>

<p>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>have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(c))</p>	19/09/2019

## Inspection judgements

### **Overall experiences and progress of children and young people: requires improvement to be good**

At the last inspection, Ofsted found serious shortfalls that left children at risk of harm. As a result, Ofsted served a notice restricting accommodation and a compliance notice in respect of the leadership and management of the home. At this inspection, inspectors found that the managers have complied with the restriction of accommodation and have met the majority of the actions set out in the compliance notice.

The management team has made progress in addressing some of the shortfalls that were identified at the last inspection. However, shortfalls remain, and children are not yet receiving a good service.

The experience of the staff team remains fragile. However, the manager has reviewed the staffing arrangements. She has adjusted staffing deployment to provide a better balance of experience. The manager has transferred experienced staff from similar services in the organisation to the home. This has bolstered the number of staff and the overall skills and experience in the team.

Children and professionals have raised concerns about a culture of smoking at the home. A number of staff smoke just outside the gate to the home. Children can see this. This is particularly frustrating for children who are trying to stop smoking. Staff have not offered smoking cessation services to the children. This does not encourage children to be healthy or provide them with the support that they need to give up smoking.

The quality and cleanliness of the physical environment has improved. The environment no longer presents a hazard to health. However, there remain some areas of the home

that are neither clean nor homely. These include one communal bathroom, as well as bedroom and shower room floors. Dead insects have built up in light fittings and on windowsills. Children find this unpleasant.

Some children are making progress. This progress includes improved attendance at school and a reduction in self-harming behaviours. For some children, this is a significant improvement from their starting points.

### **How well children and young people are helped and protected: requires improvement to be good**

Managers have improved risk management plans. These have been updated regularly and provide clear instruction for staff.

The number of serious incidents is reducing. There have been no incidents of children going missing from care.

Children said that bullying is not a significant issue. When incidents do occur, staff provide follow up and discuss these incidents with the children.

Incidents of physical intervention have reduced. The staff reported receiving debriefs in a timely manner following incidents of physical intervention. They said that they are supported after incidents occur.

Senior managers acted to reinvestigate a serious incident. Investigations have concluded and actions have been identified.

The manager did not share an allegation with senior managers or the designated officer within an acceptable time frame. This was despite good working relationships with the designated officer. Failure to act in a timely way to report allegations is not in line with expected safeguarding protocols and can put children at risk of harm.

The children are able to raise concerns and do so. Managers take these concerns seriously and respond formally and in a timely manner.

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

The management team has acted to address the shortfalls raised at the last inspection. Although further work is necessary, progress is clear and proportionate. However, some other managerial shortfalls have been identified.

Supervision frequency has improved. All staff who were expected to have supervision have received it. However, there are numerous staff who have not had an annual appraisal within the expected time frame. This does not provide the staff with the full support that they need.

Staff who have transferred to the home from another provision do not have the full

information required in their recruitment records. This means that statutory safe recruitment requirements are not met.

An independent person visits the home. Their reports offer scrutiny and challenge. This has the potential to support the further improvements that are necessary.

The management team has a good understanding of the children. Managers understand the children's needs and their experiences.

Senior managers have ensured that staff have a clear understanding of the managerial on-call arrangements. They have also ensured that staff have a good understanding of missing from care protocols and behaviour management plans.

Feedback from professionals was mixed. Some professionals noted good relationships and communication. Others were less positive about the service.

## **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,  
London W6 9RH

**Responsible individual:** Michael Coleman

**Registered manager:** Alex Mitchell

## Inspectors

Ashley Hinson: social care inspector

Deirdra Keating: social care inspector



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