

1159397

Registered provider: Cambian Childcare Ltd

Interim 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 programme for approximately a year for up to four young females who have experienced or are at risk of sexual exploitation. It is likely that these young people also have emotional, social and/or behavioural difficulties as a result of their experiences.

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

The provider runs an independent school at a different location, which the young people attend. There is a newly appointed manager who has applied for registration with Ofsted.

Inspection date: 1 October 2019

Judgement at last inspection: Requires improvement to be good

Date of last inspection: 8 April 2019

Enforcement action since last inspection: None

This inspection

The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection

This home was judged requires improvement to be good at the last full inspection. At the interim inspection, Ofsted judges that it has sustained effectiveness.

Since the last inspection, the registered manager and deputy manager have left, and staff turnover has been high. The provider promptly appointed an interim acting manager and, more recently, a permanent manager. There is also a new deputy manager and new staff. These staff changes have caused inconsistency and instability

for the young people.

Two young people moved into the home since the last inspection and both have left following unplanned endings. The first young person settled into the home, built up good relationships with staff and improved her school attendance.

There was suitable planning and risk assessment when the second young person moved into the home. This helped to gauge whether there would be any negative impact from the two young people being together. Although there was appropriate reflection and decision-making based on this process, there was a negative impact. There were significant missing from home incidents and aggression from the young people directed at the staff. The staff struggled to manage the two young people when they were both together. This increased the risks to the young people's safety, welfare and criminalisation.

The manager promptly addressed concerns with both placing authorities. There is good communication between the home and partner agencies, including the local authority and police. Consequently, one young person returned to the care of her family and the other moved to another residential setting.

Despite the issues, the young people did start to build positive relationships with the staff and felt comfortable talking to the staff about their past negative experiences. The staff responded to the young people's wishes and feelings, helping one young person join a gym and by putting an exercise tyre in the garden.

The staff promoted the young people's health needs such as smoking cessation, exercise and healthy eating. The young people attended their health appointments but were reluctant to engage with the in-house clinical support. The clinical team provides advice and guidance to staff about meeting the emotional needs of the young people.

Another young person has recently moved in. She likes the home and staff and has settled in well. She goes to school each day, enjoys cooking with the staff and styling their hair.

The interim manager has supported and managed the new staff so that they are starting to work as a cohesive team. He has changed the ethos and culture of staff practice so that behaviour management is less punitive and more incentive based. He holds the staff to account for their actions so that they are more reflective and learning focused. This is increasing the staff's understanding of the needs of vulnerable young people who have experienced significant trauma.

There is an improved approach to risk management. The interim manager has addressed shortfalls in staff practice. The staff now have a better understanding of the risks of child sexual exploitation, missing from home and internet use. They make sure that the young person in the home is safe and promote the outcomes in her care plan.

The physical environment of the home is warm and welcoming. The home is well maintained and the young person's views are listened to, for example moving the television to where she wants it.

Since the last inspection, there has been effective leadership in monitoring the care of the young people and identifying and making improvements. The permanent manager is

about to take over from the interim manager. The changes in the quality of care are relatively new, as is the staff team. There needs to be a longer period of time to judge whether the improvements made will be embedded into practice and have an ongoing positive impact for young people.

The requirement from the last inspection is carried over. Given the nature of the short-term placements, the home has not demonstrated that this requirement has been met.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/04/2019	Full	Requires improvement to be good
15/01/2019	Interim	Declined in effectiveness
13/06/2018	Full	Requires improvement to be good
13/03/2018	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> <ul style="list-style-type: none"> understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this this understanding to deliver care that meets children's needs and supports them to fulfil their potential. <p>In particular the standard in paragraph (1) requires the registered person to—</p> <ul style="list-style-type: none"> ensure that staff help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult. (Regulation 6(1)(a)(b)(2)(b)(vi)) <p>Specifically, ensure that children have the opportunity to take age and needs-appropriate risks to be able to demonstrate that</p>	31/03/2020

they can make safer choices. When appropriate, relax the level of safeguards so that this can take place.	
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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.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

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: 1159397

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

Registered provider address: Metropolitan House, 3 Drakes Road, Potters Bar EN6 1AG

Responsible individual: Paul O'Neill

Registered manager: Post vacant

Inspector

Simon Morley, social care inspector

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