

## Children's homes inspection - Full

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|----------------------------------|--------------------------------------------------------------------------------------------------|
| <b>Inspection date</b>           | <b>11/01/2016</b>                                                                                |
| <b>Unique reference number</b>   | <b>SC035657</b>                                                                                  |
| <b>Type of inspection</b>        | <b>Full</b>                                                                                      |
| <b>Provision subtype</b>         | <b>Children's home</b>                                                                           |
| <b>Registered person</b>         | <b>Cambian Childcare Ltd</b>                                                                     |
| <b>Registered person address</b> | <b>4<sup>th</sup> Floor, Waterfront Building,<br/>Hammersmith Embankment,<br/>London, W6 9RU</b> |

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|-------------------------------|---------------------------|
| <b>Responsible individual</b> | <b>Mr Ali-Raza Sarwar</b> |
| <b>Registered manager</b>     | <b>Shazad Iqbal</b>       |
| <b>Inspector</b>              | <b>Sarah Oldham</b>       |

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| <b>Inspection date</b>                                                                                                                                                                                                                          | <b>11/01/2016</b>             |
| <b>Previous inspection judgement</b>                                                                                                                                                                                                            | <b>improved effectiveness</b> |
| <b>Enforcement action since last inspection</b>                                                                                                                                                                                                 | <b>None</b>                   |
| <b>This inspection</b>                                                                                                                                                                                                                          |                               |
| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                 | <b>Outstanding</b>            |
| The children's home provides highly effective services that consistently exceeds the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care. |                               |
| <b>how well children and young people are helped and protected</b>                                                                                                                                                                              | <b>Good</b>                   |
| <b>the impact and effectiveness of leaders and managers</b>                                                                                                                                                                                     | <b>Outstanding</b>            |

**SC035657**

## **Summary of findings**

### **The children's home provision is outstanding because:**

- Young people benefit from living in a home that has experienced and qualified staff providing continuity of care and support. This enables young people to make significant overall progress.
- Relationships within the home are very good. Young people say staff respect and care about them. They listen to their views and are fair.
- Increase in educational attendance supports young people to increase attendance, gain knowledge, and qualifications to enhance their opportunities in their adult life.
- Staff work in partnership with professionals, parents and other agencies to improve the safety and welfare of young people.
- Robust recruitment procedures are in place for prospective new staff.
- The Registered Manager provides strong and effective leadership. Staff are supported within their role and are committed to providing high quality care.
- Regular monitoring of the service ensures it provides services in accordance with the Statement of Purpose.
- The Registered Manager completes impact assessments prior to offering placements. However, due to misunderstanding, some have been amended as part of the monthly review process and are not reflective of the planning of placements. The manager is to expedite correction of the documents.
- Staff have not received training on the new progress monitoring tool resulting in some conflicting information on progress young people are making.

## **What does the children's home need to do to improve?**

### **Recommendations**

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- The registered person should only accept placements for children where they have fully considered the impact that the placement will have on the existing group of children (The Guide to the Quality Standards, page 56, paragraph 11.4)
- Staff should be familiar with the home's policies on record keeping and understand the importance of careful, objective and clear recording. This is in relation to the implementation of the progress report monitoring tool. (The Guide to the Quality Standards, page 62, paragraph 14.4).

## Full report

### Information about this children's home

This service is a privately run children's home. It is registered to provide care and accommodation for up to seven children or young people with emotional and/or behavioural difficulties.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement   |
|-----------------|-----------------|------------------------|
| 30/03/2015      | CH - Interim    | improved effectiveness |
| 27/11/2014      | CH - Full       | Good                   |
| 13/03/2014      | CH - Interim    | Good Progress          |
| 03/12/2013      | CH - Full       | Outstanding            |

## Inspection Judgements

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>The overall experiences and progress of children and young people living in the home are</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>outstanding</b> |
| <p>The majority of young people make significant progress during their time at the home, especially in relation to their emotional and behavioural outcomes. The Registered Manager and staff have excellent rapport with the young people and provide high quality care. One young person said: 'this is a really good home to live in, staff respect me, and even if we don't agree on everything, they don't just ignore what I am saying.'</p> <p>The Registered Manager and staff promote education well. This is through regular communication with schools, developing positive relationships and having high aspirations for all young people. Some young people have had negative experiences of education and, prior to living at the home had minimal attendance at education. Education is prioritised and school placements sourced, including interim schooling through the organisation's school. One social worker said: 'the young person I have placed has made huge progress in attending school and engaging in lessons. Staff are resourceful and really work well to achieve this.' Where young people receive exclusions from school, staff work closely with education staff to ensure provision of work to complete. Staff also assist young people by providing support to enable positive returns to school. The manager monitors the educational attendance and attainment to understand the progress young people are making and reflects this within the young people's monthly review and progress chart.</p> <p>Young people are encouraged to achieve and maintain good health. This includes registering with community health care services, including doctors, dentists and opticians. The organisation has a psychology and therapy service that provides additional support if this is an identified need. Some young people continue to smoke and have been involved in substance misuse. Staff help educate them about the negative impact of this on their health and have close links with the specialist services within the area to provide additional support and guidance to young people. Regular individual key worker sessions further underpin the importance of maintaining healthy lifestyles.</p> <p>A range of activities are available within the home and the local community for young people to take part in. Some young people enjoy sport and access gyms, football, and boxing clubs. Staff are very familiar with the local community facilities and make sure this information is available to enable young people to choose their activities. Trips out and holidays are discussed in young people's meetings and this enables them to make suggestions and be involved in the planning of these.</p> |                    |

Young people have a strong sense of identity supported through regular contact with family and other significant people as identified within individual plans. One parent said: 'the home is very welcoming and my child has settled in very well. The staff keep me updated on what is happening and provide excellent care and support.'

Development of independence skills enables young people to prepare for when they move into adulthood. They contribute towards planning, shopping and preparing meals as well as learning to budget their weekly allowances. Staff support moving on to future placements, including semi-independence. Where placement moves are unplanned, staff prepare young people as well as possible to minimise anxiety or stress.

The manager ensures the home operates in accordance with the Statement of Purpose. When admitting a young person to the home, consideration is given to the other young people living there and their needs. One young person said: 'I felt at home as soon as I walked in. Staff and the other young people have given me loads of information about the place and it already feels loads better than my previous home.'

Staff are aware of the challenges young people face. They demonstrate enthusiasm and commitment to provide high quality individualised care and support to enable young people to make progress.

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Judgement grade |
| <b>How well children and young people are helped and protected</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>good</b>     |
| <p>All young people have plans in place, including safeguarding plans. These include known and potential risks, possible situations or triggers and strategies to follow to manage risks. Staff spend time with young people, building positive relationships and trust. This means they can speak with young people about risks. These can be in relation to risks in the community, the home, between peers or through technology.</p> <p>Young people say staff are open and honest with them. Some young people lack an insight into risk, one young person said: 'I can take care of myself and nothing has happened to me.' However, staff make sure young people feel comfortable talking about what they do and how they can be supported.</p> |                 |

The home works with young people who have established patterns of behaviour that potentially place them at risk. This includes regular missing from home incidents. Staff work in partnership with other agencies to support young people to reduce this behaviour. Although there have been a number of incidents of missing from home, the frequency and length of time young people have been reported as missing has, in the vast majority of cases, decreased. Where there continues to be high incidents of young people going missing, the manager identifies this with agencies and requests strategy meetings to agree clear protocols to follow. Where this behaviour continues and safeguards are not effective, despite the implementation of strategies, the manager maintains open discussions with social workers, to review the placement.

All young people who have returned to the home following a period of missing or absence have the opportunity to speak with an independent service. However, some young people refuse to engage. Staff speak with young people and further resources offered. This allows young people, if they wish to do so, to discuss the reason for going missing with a person independent of the home or placing authority.

There have been some incidents outside of the home, where young people's behaviour has resulted in police involvement and subsequent criminal charges brought. Staff work proactively to support young people to understand the impact of criminal behaviour on themselves and others. The home maintains strong links with the youth offending service to provide consistent support to the young people. The manager is clear about the level of support they can provide and if potentially criminal activities cannot be managed or are impacting on other young people, he takes appropriate action to safeguard all young people.

Significant incidents are notified to the relevant organisations, including Ofsted, in accordance with regulations. This means placing authorities and the regulator has on overview of events including the action taken and support implemented to manage possible risks and strategies to safeguard young people.

Young people get along well together and have developed good relationships. Staff remain vigilant to potential bullying behaviour; with regular discussions about treating everyone with respect. Young people say they are confident discussing bullying concerns with staff.

The home encourages positive behaviour through incentive and rewards. Young people say they think this is a good idea. Sanctions are clearly explained and recorded when decided on. The manager monitors the sanctions to review their effectiveness and to see if there are any recurring patterns of behaviour necessitating sanctions. All staff receive training on behaviour management including the use of physical intervention. This is only used to prevent young people from significant harm. There has been no use of this for over a year. Staff use de-escalation methods to reduce heightened behaviour and this works well with the young people.



The home is warm, welcoming, and well-maintained. Health and safety checks with regard to gas, electrical and fire safety are in place. Young people say it is a comfortable home where they feel relaxed. One young person said: 'the last home I was in had loads of rules with information all over the place. Here, the information is kept in one place and doesn't make the house look like an office.'

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| <b>The impact and effectiveness of leaders and managers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>outstanding</b> |
| <p>The Registered Manager of the home has been in post since April 2009. He is suitably experienced and qualified to fulfil this role. He, alongside the deputy manager, provides effective, strong, and supportive leadership. The management and staff have high aspirations for all young people who come to live at the home, many of whom have significant and complex behaviours, including limited engagement in education, histories of missing from home and involvement in criminal activities.</p> <p>The home works in partnership with external agencies to support and enable young people to make progress. This includes the regular meetings between the local authority, police, and managers of children's homes in the area. The Local Authority Designated Officer chairs this and provides a forum for discussion about safeguarding, sharing good practice, and research.</p> <p>The manager monitors progress to identify the overall impact the placement is having for each young person and to identify where additional input and resources may be required. An example of this includes appropriate challenge of a placing authority to obtain education to enable a young person to engage in mainstream education, enabling them to take exams to access further education. Thereby enhancing their future life opportunities.</p> <p>Staff say they feel the support they receive from management is excellent. One member of staff said: 'as a staff team, we all work together to support our young people. We have regular team meetings and detailed handovers to make sure we provide consistent care to meet their individual needs.' Another member of staff said: 'I have worked in homes previously where the management has not been strong and this has had an impact on how the staff team functioned and, ultimately on the care of the young people. This is certainly not the case here. I feel we all work together to improve the outcomes for young people, even if they are only here for a short while.' Social workers also commented on the commitment of the manager and staff to make a difference for young people. One</p> |                    |

social worker said: 'staff engage young people well and provide encouragement and support to enable them to thrive. During the time (name) has been living at the home, he has made excellent progress, and, whilst acknowledging there are still areas of concern regarding his behaviours and associated risks, this is the most settled placement he has had or wished to remain in. He says staff listen and care about him.' The consistent, strong management and staff practice means positive outcomes for young people are central to the ethos of the home.

All staff receive regular supervision, enabling them to reflect on their practice and the impact for young people. Annual appraisals include the views of young people to reflect staff practice from their point of view.

The manager completes end of placement reports to have an overview of the impact the home has had for each young person. Although overall outcomes of a small number of placements have not been as positive as the manager and staff had wished, these young people have made progress in some areas and developed skills to contribute positively to their future. The majority of placements have been very positive for young people; supporting them to return to family, continue onto further education and an overall reduction in risk taking behaviour.

The home is part of an organisation that has introduced monitoring tools to enable management oversight on a weekly basis. However, the manager and staff have yet to receive training and guidance on how to record the information correctly on the report. This has resulted in some inconsistency regarding education attendance. The manager has requested training for himself and the staff to enable this. That said; the manager has existing systems in place to monitor this until training is completed.

External monitoring on a monthly basis provides the manager with an independent overview of the home. He responds to any recommendations made to improve the home and the support provided.

The home operates in accordance with its Statement of Purpose. All social workers, parents and other interested parties have a copy provided. This means they are aware of the aims and objectives of the home and also have details of how to make a complaint. Young people have guides to the home. One young person said: 'staff discussed this with me when I came to visit before I moved here. It gave me a lot of information but staff also make sure I have the information I need.'

Children's case records provide a clear and detailed overview of their placement, are well-organised, and kept up to date. This allows staff to access and record information as required. Young people are also encouraged to access their records to see what staff write about them. One young person confirmed he knew he could see his file if he wanted but said: 'staff tell me what they have written anyway so it's not something I need to do.'

## What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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*.

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