

Children's homes inspection – Full

Inspection date	28 June 2016
Unique reference number	SC043972
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Cambian Childcare Ltd
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU

Responsible individual	Michael Ore
Registered manager	Ali Sajjad
Inspector	Jo Hornby

Inspection date	28 June 2016
Previous inspection judgement	Sustained effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceed 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.	
How well children and young people are helped and protected	Outstanding
The impact and effectiveness of leaders and managers	Outstanding

SC043972

Summary of findings

The children's home provision is outstanding because:

- Young people who live in this home have made exceptional progress since admission. Child-focused practice is embedded in the home's philosophy and has resulted in young people achieving positive outcomes in most aspects of their lives.
- Staff encourage and support young people to engage in education. Young people are participating in educational provision and have taken GCSE exams.
- Young people are supported to work towards independence. They learn how to budget, and to make and attend their own health appointments.
- Young people have high regard for their staff and have positive relationships with them. Staff care about the young people, and create a calm, homely atmosphere where they feel comfortable and safe.
- Staff foster positive relationships with young people's families, and support them to manage and understand their child's behaviours. This means that young people continue to receive consistent responses from people who are involved in their care.
- Young people's safety is given highest priority. Staff have a comprehensive knowledge and understanding of young people's risks and vulnerabilities, and ensure that the right action is taken to keep young people safe from harm.
- The manager regularly reviews the home's area risk assessment and strategies for managing risks. He is keen to develop this further by evaluating the risks relating to radicalisation.
- The manager is enthusiastic and highly child focused, and has excellent oversight of the home. He is passionate about delivering high-quality care and helping young people to achieve positive outcomes.
- The home takes a collaborative approach to meeting young people's needs. Strong links are maintained with other agencies, including youth offending workers and education professionals. This ensures that young people receive the correct level of care and support to meet their universal needs.

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):

- Review the home's premises, including the identification of any risks and opportunities presented by the home's location in relation to child sexual exploitation, radicalisation and strategies for managing these. (Guide to the children's homes regulations including the quality standards', page 64, paragraph 15.1)

Full report

Information about this children's home

This children's home is registered to provide care and accommodation for five young people with emotional and/or behavioural difficulties. The home is privately owned.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24 February 2016	Interim	Sustained effectiveness
4 November 2015	Full	Outstanding
17 March 2015	Interim	Improved effectiveness
7 November 2014	Full	Good

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Outstanding
Young people who live in this home have made exceptional progress in many aspects of their development, such as education attendance and attainment. There has also been a significant reduction in criminal and gang-related behaviour. Staff gather historical information about each young person from families, placing social workers, previous placements and from the young people themselves. This gives staff knowledge and understanding of what each young person requires, how they can best care for them, and the situations which may cause an increase in anxiety and frustration. This vital information enables staff to devise clear strategies to help young people to manage these behaviours in a more positive manner. Consistent care and clear communication are vital to successful outcomes in this home. Staff support young people to make positive choices in their daily lives. This has resulted in some young people securing semi-independent adult placements at the family home's location. A youth offending worker said, 'It's one of the best homes that I have ever dealt with. You can see what good relationships young people have with staff.' Staff value young people's education and work consistently to promote it. Many young people came to the home with extremely poor educational attendance which reduced their long-term prospects. Staff explore the barriers to learning and support young people to overcome these. They encourage and assist them to engage in the right level of education provision which is specific to their needs. Young people are quick to participate and all young people have successfully taken GCSE exams. A young person said, 'All the staff help me. I never went to school before coming here. Staff kept knocking on my door every morning so I had to go to school. I sat my GCSEs and get my results in August. They have helped me get onto a training course near my home. I am going to train in mechanics.' Staff ensure that young people are registered with relevant health professionals such as doctors, dentists and opticians. They help and support young people to prepare for adulthood, gradually building up confidence so that young people are able to make and attend their own health appointments. Staff care about young people's health needs, and this continues when they make transitions to adult placements. For example, staff ensure that all important health appointments which may involve treatment are brought forward and attended while they are living at the home. This proactive approach means that young people receive	

appropriate and consistent healthcare prior to moving on from the home.

Young people are supported and encouraged to learn skills such as cooking, budgeting and laundry tasks. Young people are in charge of their own shopping budgets and learn how to manage their own money, which is designed to assist them in their adult lives. Staff increase young people's self-confidence and self-esteem by gradually increasing their independence so that they are able to telephone banks, for example, and to tackle tasks more independently. A young person said, 'I'm working on my independent living skills now. Staff help me to learn new things so that I can do things for myself when I move on from here. I can do a lot more on my own.'

Staff have positive relationships with young people and their families. They promote and facilitate contact for all young people and ensure that robust plans are in place for young people whose families live at a considerable distance from the home. They assist in devising plans with placing social workers and young people to ensure that consistent care is provided which is safe and enjoyable. They support young people's families in managing their child's challenging behaviour by involving them in using strategies that are known to be effective. This means that young people continue to receive a consistent response from the people who are involved in their care. A parent said, 'Staff have done a really good job. They help me to see my son and they contact me every day. They support me so that, if there are problems with contact, I know I can phone them and they will always help me. I can't speak highly enough about the support from the manager and staff.'

Staff have high aspirations and value young people. They are extremely proud of all the achievements that they make. They celebrate these by exhibiting their certificates and awards in the home. Young people like living at their home and have great respect for their manager and staff. This is because staff genuinely care about them, and want them to achieve positive outcomes in all aspects of their lives. A young person said, 'All the staff are great. [two staff names] and the staff are the best. I wouldn't have done so well if it wasn't for them. This is a family home and it's great living here.'

	Judgement grade
How well children and young people are helped and protected	Outstanding
Young people's safety is given top priority. Staff are excellent role models, and have a comprehensive knowledge and understanding of young people's perception of gang culture and peer pressure. They know the signs to look for and consistently follow clear strategies and risk management plans to ensure that young people are safeguarded. They take a proactive approach to working with agencies such as youth offending teams and placing social workers. This provides	

young people with the right level of support that is designed to reduce risk-taking behaviour, such as going missing. They keep young people busy by involving them in recreational activities and ensure that they attend education. As a result, young people have learned to stay away from negative influences and there has been a significant reduction in criminal behaviour. A youth offending worker said, 'X has made massive improvements. There has been a huge increase in educational attendance and sticking to the plans. Staff are totally on the ball. They have fully supported X with his behaviours and have helped him to manage these effectively.'

There have been four episodes of young people missing from the home, one of which was overnight. Staff knew where the young person was and identified the reason for his refusal to return to the home. Staff follow procedures and remain in contact with young people whenever possible to ensure that they are safe. They review contact plans with placing social workers, for example, and amend these plans to ensure that young people return to the home at the specified time. Consequently, young people feel that their views and opinions are listened to, and there has been a significant reduction in young people going missing from the home. A young person said, 'I used to run off. Staff knew where I would be. I stopped running because Ali got me more contact with my family. He sorted it all out for me.'

Staff use physical intervention as a last resort. They prefer to use individual strategies in managing young people's challenging behaviour without resorting to these measures. Staff use de-escalation techniques and take a reassuring, calm stance at all times. There has been one incident which necessitated very low-level physical intervention. The registered manager provides a sound evaluation as to why intervention is necessary and, along with his staff and the young person, amends behaviour management plans to avoid an escalation in behaviours.

The home identifies areas within the locality that are known to present potential risks to the young people. This risk assessment is completed with other agencies that know the area, such as the local police. This provides a sound reference for staff to educate young people on the areas to avoid in the locality. The registered manager is aware that the home's location presents a risk to young people regarding sexual exploitation and, for this reason, is careful when selecting and admitting young people into the home. The manager is keen to improve the home's safe area report to include the risks of sexual exploitation and radicalisation. This additional information will assist staff in ensuring that potential risks to young people are minimised.

Staff employed at the home are subject to organisational vetting procedures and do not start work in the home until all appropriate checks are complete. All fire, gas and electrical equipment is routinely serviced to ensure that it is in good working order. This ensures both that young people are protected from persons who may present a risk to them and that the environment is safe.

	Judgement grade
The impact and effectiveness of leaders and managers	Outstanding
The home's registered manager has been in post since August 2013. He was registered in December 2013. He is an experienced manager and is currently working towards the level 5 diploma in leadership and management. He is a child-focused, enthusiastic leader who has excellent oversight of the home. He is highly motivated and passionate about delivering high-quality care and is highly regarded by young people and professionals. He is supported by experienced leaders who share his aspirations for young people. A young person said of the manager, '[registered managers name helps me with everything. He helps me to speak and to tell the social worker what I want. I attends my meetings and says what I want to happen.' Effective links are maintained between leaders and managers and external services. This promotes a multidisciplinary approach to meeting young people's individual and complex needs. Staff have created positive relationships with placing authorities, independent reviewing officers, probation officers and youth offending workers. They utilise advice and input from the organisation's clinical team to ensure that young people get the best possible life chances. A youth offending worker said, 'I am kept fully in the loop and informed immediately if there are any risk-taking behaviours. I can't fault the staff. I get weekly updates and they let me know if X has missed any appointments.' The manager is highly supportive of young people's families and has developed positive relationships with them. They are regularly updated on their child's progress and development. The manager also supports families who speak another language, and is able to offer advice and support on many issues such as behaviour management. This supportive approach has enhanced relationships between young people and their families. A parent said, 'I have a very good relationship with the manager and staff. They're like a second family. If I need some help or advice, they are always helpful. They support me with X and I can contact the manager at any time. I get regular reports about the great things that my son is doing. I give them ten out of ten for everything.' Young people's care plans are highly individualised and devised to meet young people's complex needs. The manager regularly monitors and reviews young people's progress and development, enabling him to identify any developing patterns or trends. Any areas of concern that are identified are dealt with quickly and effectively. Significant events concerning the welfare of young people are reported to the appropriate agencies promptly to ensure that the right action is taken to protect young people whenever necessary. The manager is an effective advocate for young people, and escalates issues with placing authorities to ensure	

that individual plans are effective and achievable.

Staff are highly valued and supported by their managers. They receive regular supervision and support from them. Staff development is ongoing through training and regular team meetings. All staff have completed mandatory safeguarding training and additional guidance, such as on sexual exploitation and radicalisation. Staff are either appropriately qualified or are working towards the required qualifications within timescales. They are highly committed to supporting and assisting the young person to achieve good outcomes in preparation for adulthood.

The home is consistently managed and effective in meeting the aims and objectives outlined in its statement of purpose. Child-focused practice is embedded in the home's philosophy and has resulted in young people achieving positive outcomes in most aspects of their lives. A member of staff said, 'Consistency and routine are the most important things to help enable our young people in gaining such huge achievements.'

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 'Guide to the children's homes regulations including the quality standards'.

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