

Children's home – Interim inspection

Inspection date	07/02/2017
Unique reference number	SC064666
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Cambian Childcare Limited
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU

Responsible individual	Sureeta Nayyar-Abbassi
Registered manager	Anjum Khan
Inspector	Janine Shortman-Thomas

Inspection date	07/02/2017
Previous inspection judgement	Good
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 good at the full inspection. At this interim inspection Ofsted judges that it has sustained effectiveness. Young people continue to make progress from their own individual starting points. The progress that young people make has enabled one young person to return home to their family's care. The staff worked with the young person, their parents and their placing local authority to support the young person effectively to return home successfully. The staff provided ongoing and prolonged care, support and guidance to the young person and their family to ensure that both parties were fully supported with this move back home. Following the young person's return home, their parent wrote, 'I don't think there is anything that they could improve, they have been absolutely fantastic. I was very happy with the care that my child received from all the staff, and I'm very grateful for the support and help they gave her and they always had her best interests at heart.' They parent went on to add, 'My opinion is the staff at the home bent over backwards to improve everything for my child and they were very successful.' Transition arrangements for young people coming to live in the home are suitable. The manager offers emergency placements in line with the commitments outlined within the home's statement of purpose. During these times, the manager is mindful of and considers the needs of and impact on those young people already living in the home before he agrees to any new placement. A young person, who is new to the home, confirmed that they were welcomed into the home on their arrival and that they were made to feel safe and at ease. The manager and staff endeavour to support and enable young people to engage with their specific education provision. When barriers to learning are presented to the staff, they work well with placing authorities and education providers to identify suitable solutions and interim measures to avoid unnecessary time away from education. The staff also support young people with transport arrangements to school placements which are some distance away from the home, and will provide education within the home while more suitable and long-term placements are identified. This was validated by one professional who said, 'The staff have supported him as much as they can with his education. They are not teachers, but they make suitable arrangements for him to continue with his education. Home tutoring has been organised and they are due to start school soon.'	

Young people have benefited from a period of calm and stability within the home. Young people are supported well by the staff to manage their emotional responses and behaviour in an age-appropriate way. The staff use incentivised behaviour management strategies that are linked to young people's individual placement plans. This approach has supported young people to improve their behaviour and has prevented the need for staff to use any physical interventions.

When young people engage in inappropriate and offensive behaviour towards others, the staff intervene quickly and appropriately. Young people are encouraged, through open discussions, to consider the impact of their language and behaviour towards others. This has helped young people to regulate their own behaviour and to effect positive change. The staff have also enlisted the support of the local police officer to educate young people about the consequences of their actions. This approach has increased young people's tolerance and understanding of difference. Furthermore, young people are accepting that inappropriate behaviour will not be tolerated and that individual difference should be respected and celebrated. Subsequently, young people have avoided any criminal proceedings being brought against them, as they have engaged in writing letters of apology to those whom they have caused offence to.

The management and leadership arrangements are adequate. Sufficient internal and external monitoring systems ensure that the manager and the leadership team have a good understanding of the home's strengths and areas for continued development. These systems support the manager in addressing the areas for improvement within the home. The manager deals with complaints made against the home promptly and efficiently. When young people have raised their concerns to the manager, he has investigated their complaints quickly. Following a recommendation made following the last inspection, the manager now ensures that all significant events relating to the welfare and protection of young people living at the home are notified to the appropriate authorities quickly.

The manager has addressed the further four recommendations raised at the previous inspection. Consequently, young people now receive the additional support and services that they require to meet their individual needs. In addition, young people are now better supported by staff to increase their knowledge and awareness of the potential dangers that their particular behaviours may expose them to. This is because individual planned work sessions take place with young people around their specific areas of risk. The manager has also ensured that case recording is much clearer and legible, which enables the reader to understand and evaluate what work is being undertaken between young people and staff. Although the manager has reviewed the workforce development plan and identified how the staff will be supported to continue to provide a high level of care to young people, the manager has not yet addressed the frequency of when staff will receive practice-related supervision. A requirement in regards to staff supervision was raised within the previous inspection. As this has not been consistently achieved, the requirement to improve the frequency of staff supervision is reissued.

A recent breakdown in communication between the staff and management team resulted in staffing arrangements during the night-time shifts falling below those that are highlighted within the home's statement of purpose. On four occasions, three of which were on consecutive nights, only one member of staff was present within the home for the sleep-in duty. This is contrary to the information that is provided within the statement of purpose. Furthermore, one of these shifts was covered by a bank member of staff who does not hold the required childcare qualification. This practice potentially comprises the welfare of young people and staff.

Information about this children's home

This children's home is owned by a large, national private provider. It is registered to provide care and accommodation for two children and young people with emotional and/or behavioural difficulties. This home enlists the support of a clinical care team in its delivery of care to children and young people.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/10/2016	Full	Good
23/02/2016	Interim	Sustained effectiveness
20/10/2015	Full	Outstanding
06/02/2015	Interim	Improved effectiveness

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

Statutory requirements

This section sets out the actions which must be taken so that the registered persons meets 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 persons must comply within the given timescales.

Requirement	Due date
13. The leadership and management standard In order to meet the leadership and management standard, the registered person must ensure: (1) that the registered person enables, inspires and leads a culture in relation to the children's home that: (b) promotes their welfare. (2) In particular, the standard in paragraph (1) requires the registered person to: (a) lead and manage the home in a way that is consistent with the approach and ethos set out in the home's statement of purpose; (c) ensure that the staff, including bank and agency staff, have the experience, qualifications and skills to meet the needs of each child; (d) ensure that the home has sufficient staff to provide care for each child; (e) ensure that the home's workforce provides continuity of care to each child. This is with particular reference to ensuring that the home adheres to the staffing levels as identified within the home's statement of purpose and that members of the bank staff who have not obtained the required child care qualification, are not left on their own to provide sleep-in cover for two young people.	31/03/2017
The registered person must ensure that all employees receive practice-related supervision and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(b)(c))	31/03/2017

Recommendation

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

- The registered person must ensure that all staff consistently follow the home's policies and procedures for the benefit of the children in the home's care. ('Guide

to the children's homes regulations including the quality standards', page 54, paragraph 10.20)

In particular, ensure that staff know who to contact and when to inform their senior managers when any shortfalls with staffing arrangements become apparent.

What the inspection judgements mean

At the interim inspection we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the 'Inspection of children's homes: framework for inspection'.

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

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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