

SC065855

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is registered to provide care for three young people up to the age of 18. The home offers care for young people who have behavioural and/or emotional needs. The home is privately owned.

Inspection dates: 8 to 9 May 2017

Overall experiences and progress of children and young people, taking into account **good**

How well children and young people are helped and protected **good**

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

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 2 February 2017

Overall judgement at last inspection: Sustained effectiveness

Enforcement action since last inspection

Not applicable

Key findings from this inspection

This children's home is good because

- Young people receive individualised care from a dedicated and committed staff team.
- Young people receive all the help and support that they need to optimise their well-being at every stage of their placement.
- Young people enjoy their lives at the home and speak warmly about staff and their experience.
- Young people enjoy a range of activities both at home and in the community.
- Staff treat young people with dignity and respect. The staff team understands the importance of well-planned support for both new young people coming to the home and those leaving for adult care services.
- The registered manager and staff work in partnership with placing authorities and other agencies to promote the progress and well-being of young people in their care.
- The registered manager strives to continually improve and develop the service for the benefit of young people.

The children's home's areas for development

- Staff do not always receive good quality supervision to help enhance their practice.
- Appraisals for the registered manager and staff do not always take place in the required period.
- The registered manager does not always challenge partners' practice to bring about change.
- Delays in response from the maintenance team mean that young people wait a significant time before their bedrooms are personalised.
- The home's safeguarding protocol does not make sufficient reference to localised safeguarding.
- The registered manager has limited experience in undertaking fire safety risk assessments.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/02/2017	Interim	Sustained effectiveness
24/08/2016	Full	Good
29/01/2016	Interim	Sustained effectiveness
28/04/2015	Full	Good

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

Statutory requirements

This section sets out the actions that the registered person 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 must comply within the given timescales.

Requirement	Due date
5: Engaging with the wider system to ensure that children's needs are met, and (c) if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans.	29/05/2017
6: The quality and purpose of care standard In order to meet the quality and purpose of care standard, the registered person must: (2)(c)(i) ensure that the premises used for the purposes of the home are designed and furnished so as to meet the needs of each child.	29/05/2017
If the Regulatory Reform (Fire Safety) Order 2005(1) applies to the home, the registered person must ensure that the requirements of that Order and any regulations made under it, except for article 23 (duties of employees), are complied with in respect of the home. Regulation 25 (2)(b))	29/05/2017
The registered person must ensure that all employees undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(a)(b)(c))	29/05/2017

Recommendations

- The registered person has specific responsibilities under Regulation 34 to prepare and implement policies setting out: arrangements for the safeguarding of children from abuse or neglect; clear procedures for referring child protection concerns to the placing authority or local authority where the home is situated if appropriate; and specific procedures to prevent children going missing and take action if they do. The policy on the protection of children from abuse and neglect should include arrangements in relation to dealing with allegations involving staff in the home and e-safety, and to counter risks of self-harm and suicide. All policies should be reviewed regularly and revised where appropriate. ('Guide to the children's homes regulations including the quality standards', page 44, paragraph 19.9)

Inspection judgements

Overall experiences and progress of children and young people: good

Young people continue to live in a safe, caring and supportive environment that enables them to make good progress in many aspects of their lives. There have been notable improvements in outcomes for young people relating to their health, safety and education attendance. This is a result of a committed and experienced staff team.

Enthusiastic and motivated staff work hard to get to know young people and understand how best to support them. Young people comment favourably on their lives at the home. Young people acknowledge the sincerity of staff and feel well cared for because they believe that staff have a genuine interest in spending time with them. One young person told the inspector, 'Staff are fantastic here, well, they are more like extra family than staff really.' Staff warmly welcome young people home from school or, if they have been out, when they return. Young people feel valued and develop a sense of belonging to the home. Young people say that they can approach staff and talk to them if they need help. Young people spend time talking to staff, relaxing or going out in the community. These varied opportunities help to enhance young people's lives.

Young people's placement plans take account of their assessed and individual needs. Plans are prepared with the involvement of the young people. They are focused, with simple, clear guidance regarding young people's needs. Regular key-working sessions take place that help young people to reflect on their progress and future needs. These sessions help to equip young people with the skills, confidence and self-esteem to progress successfully through their placement at the home.

Young people have clear health plans and are registered with the relevant primary healthcare services. All young people participate in routine health appointments. When they need more specialised services, such as child and adolescent mental health services, these are in place. Liaison between managers, staff and health professionals is

good and means that young people's health improves.

Staff support means that all the young people continue to access full-time education. Young people's attendance and engagement with education is good. Young people attend education regularly. When issues do emerge in the school, staff are pro-active in helping young people to address the issues, so that any disruption in young people's education is minimal. This collaborative approach helps young people to overcome barriers to their learning so that academic success can be achieved.

The manager considers all potential new admissions and ensures that the staff team can meet the identified needs of young people. This results in good placement stability. Consequently, some young people have lived at the home for a number of years.

When it is appropriate, young people are encouraged to develop their level of responsibility in preparation for their transition to adulthood. This is reflected in the key skills that young people have developed. For example, some young people are supported to complete self-care skills and household chores. This ensures that young people have the necessary life skills ready for adulthood. Young people are also encouraged to manage their money, to save and to make plans for the future.

Young people are involved in a range of activities, such as attending youth clubs, swimming and trips to the cinema, and enjoy various visits to places of interest. This helps them to make new friendships in the community and gives them a chance to try different experiences and develop new skills.

Whenever possible, young people maintain contact with their friends and family. Staff accompany them to visits and provide support afterwards.

Managers ensure that the home is well maintained, comfortable and homely. Individual requests from young people are noted and generally agreed. However, there is unnecessary delay on the personalisation of young people's bedrooms to reflect their own tastes and identity. This hinders young people from developing an enhanced sense of belonging and ownership.

How well children and young people are helped and protected: good

There are positive and trusting relationships between young people and staff. High staffing ratios mean that young people benefit from staff spending quality time with them. Warm and nurturing relationships have developed through a focus on young people's strengths and giving praise. Young people said that they felt safe and that they enjoyed the company of the staff. The young people want to spend time at the home and do not go missing.

The registered manager and staff are clear about the support that young people need to keep them safe. Individual risk assessments and placement plans reflect the support required to reduce the risk of harm to young people. Staff know young people's plans

and risk assessments. However, there is administrative shortfall. This relates to staff not always remembering to sign that they have read young people's risk assessments. This does not have adverse impact on young people's safety.

Staff make sure that boundaries and expectations are clear for young people to follow. Socially acceptable behaviour is actively encouraged in the home and the community. Staff role model positive behaviour and are skilful in defusing situations when necessary. Young people have individualised incentive schemes to promote positive behaviour. As a result, young people take responsibility for their behaviour and encourage each other to do the same. Sanctions are rarely used and there have been no incidents of physical intervention.

Young people are consistently listened to and their views are taken into account. Young people's meetings are regular and well attended. Young people's views inform the day-to-day routines in the home. For example, young people's views have influenced weekly meal choices and have recently resulted in Wi-Fi being available to them in the home. Young people know they can request an advocate and are able to identify who to talk to if they have concerns. There are clear systems for making and managing complaints.

Bullying is a standing item in young people's meetings. Young people understand what bullying is and what they and others need to do if they have a concern about bullying. This has meant there have been no incidents of bullying. This promotes young people's emotional health, well-being and safety.

There are good relationships with key partners. Managers and staff work with the local police to promote the safety of young people. Staff are experienced and well trained which enables them to fulfil their safeguarding responsibilities.

Staff have received training in physical intervention, de-escalation, safeguarding, internet safety and child sexual exploitation. The police have recently provided radicalisation training for the team that has developed the staff team's understanding and awareness of vulnerability and susceptibility indicators. This helps to protect young people from the risk of exploitation.

Regular safety checks are completed on gas, electrical and fire safety systems to ensure that they all remain in good working order. A fire risk assessment is undertaken annually; the responsibility of this has recently been devolved to the registered manager. However, the registered manager has limited experience and knowledge of completing a fire risk assessment. This gap in knowledge means that the registered manager is undertaking a responsibility that he is not suitably skilled to complete.

The environment is warm and clean. Young people are proud and invest in their home by routinely helping to complete chores and maintain a safe, clean and homely environment.

Potential employees are subject to an assessment of their suitability to work with young people. The application of robust safer recruitment and vetting practices means that

young people have protection from adults who may wish to harm them. There has been one allegation regarding staff conduct since the last inspection. Prompt referral to the appropriate professionals has ensured that young people stay protected.

The registered manager has completed an assessment of the appropriateness and suitability of the location of the children's home that is now due for review. The organisation responsible for operating the home has overarching policies for the protection of children. These are then localised by the registered manager to reflect the home's individual statement of purpose. The localised policy for the protection of children requires development. This includes covering arrangements in relation to e-safety, and to counter the risks of self-harm and suicide.

The registered manager notifies key partners and parents about significant events in a timely manner. This makes sure that any action required to keep young people safe is suitable and appropriate.

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

The registered manager has been in post since February 2016. He is currently enrolled on the level 5 diploma in leadership and management and is expected to gain the qualification in September 2017. The home has nine members of staff. Of the nine, eight staff are qualified to a level 3 diploma in childcare or have a suitably equivalent qualification. The remaining one member of staff is currently within her probation period.

The registered manager and staff continue to strive to ensure that all young people make progress while living at the home and receive individualised care. Managerial oversight and review mean that young people continue to progress from their starting points. Managers and staff discuss young people's progress in team meetings. This means that staff can prioritise the needs of the young people.

The registered manager is child-focused in his practice. He understands young people's individual needs. The registered manager understands the crucial importance to young people of having well-supported and trained staff. Staff say that they feel very well supported within the team and speak highly of the registered manager. However, staff do not consistently receive good quality supervision and annual appraisals. This hinders the opportunity for staff to sufficiently explore professional development and reflect on their individual practice.

The registered manager has good quality professional relationships with other professionals. A social worker commented, 'The staff and manager have worked very well with the local authority.' Partnership working with other agencies remains vital in helping young people to make good levels of progress educationally, socially and emotionally. The registered manager has recognised concerns relating to the effectiveness of statutory care planning for one young person. Despite recognising this, the registered manager has not sufficiently challenged and escalated these shortfalls with the local authority to bring about the necessary change in the best interests of

young people in a timely fashion. This has created a missed opportunity to advocate for young people.

Managers and staff have a good understanding of the purpose of the home as set out in its statement of purpose. The six-monthly self-evaluation report is routinely completed. Managers work closely with the monthly independent visitor and address shortfalls identified at the visits, in order to improve the quality of care for young people. Managers have an understanding of the strengths of the home and areas for development. These include developing staff to undertake additional responsibilities with a view to possible promotion, improving administrative processes to make them more streamlined, and further developing community links.

The registered manager has met the requirement made at the last inspection. The necessity for the use of bedroom alarms is now based on the outcome of individual risk assessment.

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 difference 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 who 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: SC065855

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

Registered provider address: Cambian, Waterfront, Hammersmith Embankment,
Chancellors Road, London W6 9RU

Responsible individual: Michael Ore

Registered manager: Shane McCarthy

Inspector

Lisa Walsh, social care inspector

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