

SC066393

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home provides care and accommodation for up to three young people who have emotional and/or behavioural difficulties and complex needs. The home is owned by a private provider.

Inspection dates: 3 to 4 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 **good**

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

Date of last inspection: 15 February 2017

Overall judgement at last inspection: Sustained effectiveness

Key findings from this inspection

This children's home is good because

- All of the young people are making good progress from their starting points in all aspects of their development.
- Young people receive highly individualised care from a dedicated and committed staff team.
- Safeguarding practice is robust and risks are well managed.

- Staff develop nurturing relationships with young people.
- Leadership and management have improved significantly.
- Young people's safety and welfare are prioritised at all times.
- The manager and staff work with a range of professionals to ensure that the young people receive the care that they need.

The children's home's areas for development

- Managers have not given enough attention to ensuring that young people are always offered an independent return home interview by their placing local authority after a period of going missing.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/02/2017	Interim	Sustained effectiveness
28/11/2016	Full	Requires improvement
11/02/2016	Interim	Sustained effectiveness
29/09/2015	Full	Good

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

Recommendations

- When a child returns to the home after being missing from care or away from the home without permission, the responsible local authority must provide an opportunity for the child to have an independent return home interview. Homes should take account of information provided by such interviews when assessing risks and putting arrangements in place to protect each child. ('Guide to the children's homes regulations including the quality standards', page 42, paragraph 9.30)

Inspection judgements

Overall experiences and progress of children and young people: good

Staff ensure that young people are safe and they receive good quality day-to-day care. Staff take time to understand young people's current and emerging needs and are creative in their approaches to ensure that young people making meaningful progress. Staff capture young people's enthusiasm and develop innovative ways to meet their needs. This includes responding to individual interests in history, the military and boxing. Consequently, young people's self-esteem and self-confidence grow as they recognise and celebrate their achievements.

Young people benefit from individual education packages that reflect their learning needs and challenge any barriers that they face. When young people do not have suitable school placements, staff work in partnership with specialist education agencies to reduce disruption to young people's learning. The manager and staff work closely with the education provider and the local authority to identify the barriers to learning and to help to address them. Because of the staff team's efforts, young people are making good educational progress.

Young people receive all the necessary help and support they need to optimise their physical and emotional well-being. This starts with meals being freshly cooked and nutritious. Young people are encouraged to have an active lifestyle. This includes participating in fun and stimulating activities, such as walks and swimming.

Young people receive genuine warmth and affection from a committed staff team. One young person told the inspector, 'This home is way better than any other home I've lived in; this is the longest that I've stayed anywhere. The staff really care about me and help me.'

Staff treat young people in a fair and inclusive manner. For example, young people contribute to menu planning, activities, decoration and presentation of the house.

Some young people require a range of specialist healthcare services to meet their needs. These include specialist mental health provision and sexual health support services. Young people's health benefits because of this specialised support.

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

Staff work with social workers and the placing authorities to ensure that young people are able to maintain relationships with their families. When contact restrictions are in place, staff clearly explain these to young people.

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

Young people become increasingly safe. There have been improvements in how staff manage risk and protect young people from harm. Staff now work in close partnership with young people, professionals and families to assess and evaluate any risks. This comprehensive approach enables young people to begin to take responsibility for their own actions and behaviour. A social worker commented, 'The home have dealt expertly with my young person, who has at times presented them with challenging behaviours. I cannot praise the staff enough. They immediately modified the home to ensure that my young person would be as safe as possible from risk of self-harm, they identified activities and support groups that have been relevant. They have predicted risk and been proactive in minimising this.'

Young people begin to develop reflective skills and use these to adapt and manage their responses. Young people begin to understand expectations of safe and socially acceptable behaviour, and may take time out on their own if their emotions escalate.

The manager carefully assesses any potential new young person for a vacancy at the home. Her priority is the stability and safety of all young people, and she analyses the needs of the young people currently at the home in conjunction with those of potential new young people to ensure that young people's progress is not destabilised. Young people are prepared for a new arrival, and staff are vigilant about any changes in their behaviour that may be an indication of difficulties.

Young people's risk-taking behaviours, such as self-harm and being missing from care, have decreased since their admission. Young people's safety is promoted through detailed risk assessments, plans and individual information packs. These specify the actions to be taken by staff and others. This integrated approach to protecting young people means that they become increasingly safe.

There have been some episodes of young people going missing from the home. Staff

work in effective partnership with police and local authorities to protect young people from harm in these circumstances. A police officer commented, 'There are occasional instances of missing spells involving young people. However, the home rigorously ensures that any missing period is reported immediately and expeditiously to the police. Every effort is then made to ensure the safe and speedy return of the young person, keeping to policy, procedures and protocol and ensuring that all actions are ethically and correctly recorded as such.' However, when a young person returns to the home after being missing, the placing local authority has not consistently provided an opportunity for them to have an independent return home interview. The absence of a robust challenge to the placing authority has led to a missed opportunity to put in place arrangements that help to protect each young person.

All staff have training in understanding the indicators of child sexual exploitation and radicalisation. Staff are alert to any changes and know how to respond if the need arises. Young people are involved in discussions with staff about their safety, and regular one-to-one discussions with staff reinforce and underpin their safety. Staff employ various resources, such as social media and discussions, with the young people to educate them and raise their awareness of risks, such as exploitation. While staff are highly attuned to these risks, they balance this awareness with encouraging young people to develop the necessary skills to take a full part in the community.

Staff are skilled in de-escalation techniques. Since the last inspection, there has been only one incident of physical intervention. Staff recognise when behaviour is changing, or a young person is becoming agitated. Staff step in and gently distract and divert the young person's attention to another activity or topic of conversation. Young people feel supported and secure, as they know that adults will help them if they are becoming distressed. Positive behaviour is reinforced by a rewards system, with which young people are fully engaged. This allows them to earn rewards, in response to a set target. Young people have a real sense of achievement and pride when they gain their rewards.

Staff ensure that the home is well maintained, and regular checks are undertaken of electrical, gas and fire equipment. In addition, fire drills take place in line with organisational requirements, and all of the young people are prepared and knowledgeable about the reasons why these take place. Staff are vigilant about any defects in the home, and ensure that these are swiftly repaired. This promotes a sense of pride in the home and helps young people to respect their surroundings.

The effectiveness of leaders and managers: good

The registered manager is currently on sick leave. An interim manager has been appointed to manage the day-to-day running of the home in her absence. The interim manager has been in post since the end of January 2017. The interim manager and staff have continued to work hard to make improvements in the home. There were two requirements raised at the last inspection, both of which have been met. These relate to practice around safeguarding and leadership and management of the home.

The interim manager provides strong and inspirational leadership in all aspects of the home's running. She continuously strives to improve and develop the service for young people's benefit. She vigorously promotes the welfare of each young person in her care and staff reflect her determination and energy.

Staff have the needs and welfare of the young people at the centre of everything they do at the home. The interim manager leads a committed team whose members want the very best for each of the young people, and who continuously strive to break down the boundaries that young people face, whether this is in education, their emotional health or social relationships. The interim manager will challenge other agencies when information is not available and escalate their concerns when necessary. Staff are tireless in identifying suitable activities and other resources that will enrich the lives of young people. For example, one young person now has been linked to an independent visitor, and another now has the confidence to attend a residential project. Young people's horizons and experiences are extended because of living at the home.

Staff benefit from a comprehensive range of training opportunities. The interim manager is committed to the development of staff practice so that staff members provide the highest quality of care to young people. Staff recently attended additional training in safeguarding. All staff have obtained the diploma level 3 in residential childcare, or will start the course when they have completed their probationary period. This means that staff develop the necessary skills and abilities to meet the needs of young people. The interim manager is child-focused in her practice. She understands young people's individual needs. Staff receive good quality and regular supervision, and consequently work safely and consistently together.

The manager has an excellent understanding of the quality of care in the home. Records are superbly maintained, and any omissions are speedily followed up with other agencies, ensuring that staff have all the updated and relevant information they need to meet young people's needs.

The manager works constructively with the independent visitor. The manager's monitoring is thorough and constantly evaluates staff practice and young people's progress. Consequently, young people's development improves from their starting points. The manager has a good understanding of the strengths and areas for development of the home.

There is a clear statement of purpose in place that details the aims and objectives of the home. This document emphasises the importance of effective admission processes, with the use of impact assessments being key in the decision-making process.

Effective team meetings ensure that good communication and consistency of practice occur across the staff group. All staff attend these meetings. Mutually supportive and respectful relationships exist across the staff group. These demonstrate positive role models and consistency for the young people. The manager promotes an ethos of tolerance and respect for all. She promotes young people's diverse needs, whatever that might entail, for example identity and cultural needs, or young people's preferences and

communication needs.

Robust recruitment and vetting processes are in place. Applicants undergo appropriate checks, including criminal history and employment history checks. This reduces the possibility of young people being harmed by those in positions of trust.

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 whom 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: SC066393

Provision sub-type: 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: Balbir Bains

Inspector

Lisa Walsh, social care inspector

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