

SC359818

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is one of a group of homes operated by a large independent organisation. This home provides care and accommodation for up to four young people who have emotional and/or behavioural difficulties.

Inspection dates: 2 to 3 January 2018

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

requires improvement to be good

How well children and young people are helped and protected

requires improvement to be good

The effectiveness of leaders and managers

inadequate

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 7 September 2017

Overall judgement at last inspection: inadequate

Enforcement action since last inspection:

1. On 13 September 2017, Ofsted restricted the home from accepting any new young people until 13 December 2017. This action was taken under section 22B of the Care Standards Act 2000.
2. On 14 September 2017, Ofsted issued a compliance notice requiring the home to review the appropriateness and suitability of the location of the premises under regulation 46 of the Children's Home's Regulations including the quality standards. This notice was found to be met at a monitoring visit on 23 October 2017.

Key findings from this inspection

This children's home requires improvement to be good because:

- Staff are not yet sufficiently skilled to ensure that young people receive the help that they need to overcome their emotional and behavioural difficulties.
- Young people's plans are not clear or relevant enough for young people to understand how staff are going to help them.
- Young people are not engaged in informal learning or collecting memorabilia about their time at the home.
- Following a recent disclosure made by a young person, staff failed to identify that an adult's actions might have been grooming behaviour.
- Staff do not know how to ensure that the police immediately treat young people as missing persons if they go missing from the home.
- Staff do not prepare young people well enough for moving on to independent living.
- Staff have still not completed the necessary qualifications in residential childcare.
- Staff morale is low and a number of staff have left or been redeployed since the last inspection.
- There has been no registered manager for seven months.
- The acting manager does not have enough skills to ensure that staff work as a team and help young people to achieve good outcomes.
- Senior leaders in the organisation have not analysed staff turnover, provided staff with appraisals, or ensured that the workforce plan helps them to resolve staffing and management issues quickly.

The children's home's strengths:

- The young person in placement is settled.

- He feels safe, and is well supervised by staff.
- Staff communicate well with his school and his social worker.
- Staff provide him with activities and rewards when he behaves well.
- Staff have received training from the organisation's clinician to improve their understanding of young people's needs.
- Staff and the acting manager have improved their readiness to manage risks associated with the location of the home.
- Staff and the acting manager have built closer links with a neighbouring independence unit and the local police.
- A new manager takes up post in February 2018.
- The registered individual is in regular communication with staff and is exercising care with regard to matching, given the ongoing quality of care and management difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/09/2017	Full	Inadequate
22/02/2017	Interim	Sustained effectiveness
09/11/2016	Full	Good
30/03/2016	Interim	Sustained effectiveness

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

Statutory requirements

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

Requirement	Due date
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13(1)(a)(b)(2)(a)(b)(c))	05/02/2018
The registered person must ensure that all employees have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33(4)(c))	05/02/2018
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure that staff have the skills to identify and act upon signs that a child is at risk of harm. (Regulation 12(1)(2)(a)(iii))	05/02/2018
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure that staff promote opportunities for each young person to learn informally. (Regulation 8(1)(2)(a)(v))	05/02/2018
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the	05/02/2018

registered person to ensure that staff meet each child's behavioural and emotional needs, as set out in the child's relevant plans. (Regulation 11(1)(b)(c)(2)(a)(i))	
The care planning standard is that children receive effectively planned care in or through the children's home and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the registered person to ensure that arrangements are in place to plan for, and help each child to prepare to leave the home or to move into adult care, in a way that is consistent with arrangements agreed with his or her placing authority. (Regulation 14(1)(a)(b)(2)(b)(iii)) This is with particular reference to staff talking to young people about what is happening to them.	05/02/2018

Recommendations

- Ensure that the home's procedures take into account the views of appropriate local services and have regard to police and local authority protocols for responding to missing person's incidents in the area where the home is located. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.29)
- Ensure that the home's records on each child represent a significant contribution to their life history. Children and their parents should be supported to understand the nature of records kept by the home and how to access them. Staff should understand their important role in encouraging the child to reflect on and understand their history, according to their age and understanding. Staff should keep and encourage children to keep appropriate memorabilia of the time spent living at the home and help them record significant life events. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.5)
This is with reference to writing records that are useful and informative to young people and to staff.
- Ensure that the registered person monitors and reviews the patterns and trends of turnover of staff, whether agency or directly employed, and is able understand and, where possible, address any negative trends. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.19)
- Ensure that the workforce plan is updated to include any new training and qualifications completed by staff while working at the home, and used to record the ongoing training and continuing professional development needs of staff – including the home's manager. ('Guide to the children's homes regulations including the quality standards', page 53, paragraph 10.8)
This is with particular reference to showing on the plan who will do what and

when, to help to drive forward staff training.

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

Of the three young people who had been living here since September 2017, only one young person remains in placement. One young person moved to another placement a few days after the last inspection. This was due to staff being unable to keep her safe from self-harming behaviour. When her social worker told her over the telephone that she was leaving, the staff were ill-prepared for her reaction. This led to a further self-harming incident. A second young person moved to youth custody following repeated breaches of his curfew.

Staff have received training from the organisation's clinician to improve their understanding of young people's needs. Staff have used this training to focus their practice on forming positive relationships with the young person who remains in placement. For example, staff have helped organise more family contact for the young person. They have encouraged a friendship with a local young person who is a positive influence. Staff have also helped him to write to a young person who has left. These things have helped the young person to make some progress with his emotional and behavioural problems. He said, 'Loads of good things have happened. Christmas was good and I like it more on my own.'

Staff keep in touch with the young person's social worker, youth offending worker and school. Staff organise the routines of the day and encourage the young person to attend all appointments. The young person's youth offending worker said, 'He has gone through the honeymoon period and is still saying that he'd like to stay here.'

This young person is settled and is enjoying the attention of a small staff team. He likes going to a local gym with staff and helps to walk the dogs at a local dog-rescue centre. Staff are working hard to help him improve his physical and emotional health. They work hard to help him establish a good daily routine of sensible eating, some exercise and sufficient sleep. However, staff still do not have sufficient skills to effectively progress his learning and emotional development. Staff do not write plans and keep records that are helpful to the young person or themselves. For example, staff know that the young person struggles with his writing, but do not encourage or help him to improve his writing skills. Instead, they miss opportunities to get him involved in developing his writing, such as encouraging the young person to add his views to his plans and records. They miss opportunities to use the written word, for example, in games, daily routines or creating records of memories. As a result, the young person's level of engagement remains fragile.

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

improvement to be good

The young person has not gone missing from home, self-harmed or required physical restraint for a few months. He feels safe and is well supervised by the staff, who reward him with praise or treats when he behaves and engages well. For example, if he attends an appointment or gets up in time for school, staff might get him a DVD or let him choose something from the rewards box. However, he quickly becomes aggressive in situations that he is anxious about or afraid of. Staff are still too slow to anticipate these situations, and do not ensure that they prepare him and talk things through clearly. Consequently, there have been a few incidents that could have been avoided.

Staff have built better links with a neighbouring independence unit and the local police. Staff are more familiar with the potential hazards in the home's location. They are better prepared for following the young person if he goes missing from home. This includes having the necessary information at hand. Staff have assessed the young person to be at high risk if he was to go missing from home, and recognise the importance of reporting him missing immediately to the police. Despite all this preparation, staff have not considered all of the different situations that may occur, including if the police do not commence an immediate search. This leaves staff without a comprehensive plan in the event that the young person goes missing from home.

The young person talks openly to staff about his experiences during his school day. Staff know that he needs careful ongoing supervision and advice to stay safe. When he recently disclosed that his school taxi driver bought him weekly 'scratch cards' as an incentive to go into school, staff reported the behaviour to the relevant employer. Staff explained to the young person that gambling is not legal and they started taking him to school themselves. Staff adequately safeguarded the young person, but they did not identify that this could have been grooming behaviour. Staff did not refer the matter to the local authority designated officer for consideration until the day of this inspection.

The effectiveness of leaders and managers: inadequate

There has been no registered manager for over seven months. A senior member of staff has been the acting manager throughout this period. She is the only member of the staff team who has a qualification in residential childcare. A new manager is due to take up his post in February 2018.

The young person receives care from staff who work hard and mean well, but lack the required skills and knowledge. Staff, who have worked in a care role for over two years and lead shifts, are not qualified to a level 3 diploma in residential childcare. Since the inspection in September 2017, three senior members of staff have been working on their qualification with the company's assessor. Only one of these staff has made significant progress towards completing their qualification.

Staff morale is low and some staff say that team working is poor. Senior staff have differing views about the management arrangements. One said, '[Acting manager] did

motivate us to develop ourselves'; but another said, 'It's been chaos, with no time to do anything. Staff weaknesses are known all around the office and we are not rating one another.' One member of senior staff has been moved to another home. Three other staff have left over the last four months. Staff have been temporarily redeployed because there is only one young person in the home. A team development day led by the organisation's clinician has been suggested, but has not taken place in the four months since the last inspection.

Senior leaders in the organisation have not analysed staff turnover, provided staff with appraisals, or ensured that the workforce plan is effective in resolving staffing and management issues.

Within the time limits of overseeing eight children's homes, the registered individual is in weekly contact with staff. She currently oversees the matching process with great care, given the ongoing quality of care and management difficulties.

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 differences 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: SC359818

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: Cambian Group, 4th Floor, Waterfront Building,
Chancellors Road, Hammersmith Embankment, London W6 9RU

Responsible individual: Alison Blyth-Bishop

Registered manager: Post vacant

Inspector

Rachel Britten: social care inspector

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