

SC359846

Registered provider: Cambian Childcare Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a private company. It is registered for four young people. The home provides care for young people who have experienced adverse childhood experiences that have led to associated trauma and presenting complex behaviours. The manager has relevant experience and is registered with Ofsted.

Inspection date: 7 February 2019

Judgement at last inspection: requires improvement to be good

Date of last inspection: 17 April 2018

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 requires improvement to be good at the last full inspection.

At the interim inspection, Ofsted judges that it has declined in effectiveness.

The manager has failed to meet all three requirements raised at the last full inspection, and new shortfalls have been identified. This shows a lack of effective management oversight, which limits the capacity of the staff to make and sustain improvements to the quality of care provided to children.

The manager and staff do not implement good day-to day-routines and structures for children. As a result, not all children access appropriate educational placements or have access to constructive activity during the day when they are not in school or at college. As a result, children's level of engagement in education remains variable. Although one child who recently left the home achieved good exam results, two children are not enrolled in education. This may affect some children's ability to reach their full potential.

The home has experienced a high staff turnover and the manager has been actively recruiting new staff. However, some of these staff lack the necessary experience, skills and knowledge to care for children effectively. At least two staff have not achieved their level 3 qualification within the required timescales. The manager has not ensured that all staff have sufficient training in how to manage self-harming behaviour. Consequently, staff are unable to adequately meet children's emotional and mental health needs, and this has the potential to compromise children's safety and welfare. One child told the inspector, 'They are good carers, but they do not know how to support me emotionally'.

The manager admitted a child into the home with complex needs, despite staff not having the necessary skills and training to safely support him and other residents. This placed children and staff at risk of harm. Children and staff were assaulted by this child, and some children told the inspector that they felt unsafe living at the home and were relieved when the child moved out.

Staff review and update risk assessments, but they are not evaluated effectively. As a result, they do not clearly outline what further strategies could be used to minimise risk to children. In addition, staff do not consistently use sanctions that are restorative in nature. This does not support children to understand and improve their behaviour.

The manager's monitoring of the service is unsatisfactory and inefficient. She does not act on recommendations raised in independent visitor reports to improve practice. For example, shortfalls identified in restraint records by the independent visitor in December 2018 have not been addressed. Some restraint records continue to lack sufficiently detailed information. Furthermore, the manager does not ensure that children receive a debriefing after a restraint. This is a missed opportunity for the manager to evaluate and improve practice and satisfy herself that restraint practice is safe.

At the time of the inspection, the records relating to one complaint could not be located. It was not clear what action had been taken in response to this complaint. Furthermore, there was some confusion between the manager and the responsible individual about the outcome of the complaint. This shows a lack of understanding about what has occurred in the home and whether any recommendations arising from the outcome of the complaint have been addressed.

Staff speak positively about the manager and feel supported by her. The manager shares information appropriately with partner agencies when safeguarding concerns arise.

Children enjoy varied leisure activities in the home and their community, such as going out for meals, to the cinema, paint-balling and skateboarding. This helps young people to develop their confidence and social skills.

The home is welcoming and beautifully decorated, and provides a comfortable living environment for children.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
17/04/2018	Full	Requires improvement to be good
14/02/2018	Interim	Declined in effectiveness
23/08/2017	Full	Requires improvement to be good
31/01/2017	Interim	Not judged

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 quality and purpose of care standard is that children receive care from staff who understand the children's home's overall aims and the outcomes it seeks to achieve for children and use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background. (Regulation 6(1)(a)(b), (2)(b)(iv))	14/03/2019
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 help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible. (Regulation 8(1), (2)(a)(viii))*	14/03/2019
The protection of children standard is that children are protected from harm and enabled to keep themselves safe.	14/03/2019

In particular, the standard in paragraph (1) requires the registered person to ensure– that staff– assess whether each child is at risk of harm, taking into account information in the child’s relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child. (Regulation 12(1), (2)(a)(i)) In particular, when risk assessments are reviewed and updated, ensure that they are evaluated effectively and outline clearly what further strategies could be used to minimise risk.	
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– ensure that staff have the experience, qualifications and skills to meet the needs of each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1)(a)(b), (2)(c)*(h)*)	14/03/2019
The care planning standard is that children receive effectively planned care in or through the children’s home. (Regulation 14(1)(a))	14/03/2019
For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained– (a) the Level 3 Diploma for Residential Childcare (England) (“the Level 3 Diploma”); or (b) a qualification which the registered person considers to be equivalent to the Level 3 Diploma. The relevant date is– in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date	14/03/2019

on which the individual started working in a care role in a home. (Regulation 32(4)(a)(b), (5)(a)) In particular, ensure that systems are in place so that staff can enrol on training in a timely way and that staff's progress is regularly reviewed so that staff complete the required qualification within the required timescales.	
The registered person must ensure that– within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes– details of the child's behaviour leading to the use of the measure; details of any methods used or steps taken to avoid the need to use the measure; within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")– has spoken to the user about the measure; and has signed the record to confirm it is accurate; and within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35(3)(a)(ii)(v)(b)(i)(ii)(c))	14/03/2019
The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39(3))	14/03/2019

* These requirements are subject to a compliance notice.

Recommendations

- Ensure that any sanctions used to address poor behaviour are restorative in nature, to help children recognise the impact of their behaviour on themselves, other children, the staff caring for them and the wider community. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.38)

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.

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.

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: SC359846

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: 4th floor, Waterfront Manbre Wharf, Manbre Road, Hammersmith, London, Middlesex W6 9RH

Responsible individual: Jolanda Brookes

Registered manager: Samantha Maullin

Inspector

Rumbi Mangoma, social care inspector

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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

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