

Children's homes - interim inspection

Inspection date	27/01/2016
Unique reference number	SC359846
Type of inspection	Interim
Provision subtype	Children's home
Registered person	Cambian Childcare Limited
Registered person address	Pinnacle House 2 Oakwood Square, Cheadle Royal Business Park CHEADLE Cheshire SK8 3SB
Responsible individual	Patricia Burton
Registered manager	Paul Gouldingay
Inspector	Rachel Britten

Inspection date	27/01/2016
Previous inspection judgement	Requires improvement
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 at the full inspection. At this interim inspection Ofsted judge that it has sustained effectiveness. The significant difficulties with staff practice has been addressed thoroughly since the last full inspection. This has resulted in young people reporting feeling safe in a consistently positive atmosphere. One young person wrote that she liked 'the atmosphere and the staff'. Another young person wrote, 'I think that now some staff changes have been made, (even though I'm uncertain if they are permanent), I think that living in the home is more pleasant and every child can be whom they wish to be.' Eight young people have lived in the home over the past seven months. Seven have now moved on, leaving one young person. The periods in which young people lived at the home varied from a few weeks up to four years. Only one young person from this group has made sustained good progress and achieved good outcomes. The other young people have had some periods of good engagement, for example in education, behaviour and preparation for independence. However, some young people have moved very quickly and have not made any significant progress. Some young people have gone missing; experiencing exploitation and misusing drugs and alcohol. A few have got involved in criminal behaviour. Staff are now much more proactive in searching for young people and in helping them have good alternatives to going missing. They gain intelligence about who they are with and are working better with police and local authorities to address all the concerns about young people in a more coordinated way. They let young people know that they are glad to have them back home. They are working hard to create an atmosphere in which young people can talk about what has been happening and learn from it. The manager continues to admit young people without gaining sufficient information from local authorities and previous carers about their needs and behaviours. Young people are not carefully matched against the existing group of young people. As a consequence, they often lead each other into increased risky behaviour. Staff and managers continue to be slow and uncoordinated about risk	

assessing and planning how day to day care is delivered. They are still not clear enough about what strategies and boundaries they are using or how their direct practice promotes positive relationships as well as safety for young people. On isolated occasions their practice is unsafe and serious incidents occur. For example, staff left keys accessible which enabled a young person to drive away and crash a car. A number of serious incidents in January meant that managers took decisions to end a number of young people's placements. Some of these young people's moves were rushed.

The manager describes some decisions to end placements as 'knee jerk reactions' which do not sit well with the 'fantastic relationships with staff' that some young people enjoyed. He expresses disappointment that many young people's progress was not sustained. Nevertheless, most young people who have left the home are keeping in touch and have good memories of their experiences. One young man said, 'staff are always positive so I achieved better behaviour- I feel staff keep me very safe.' A relative of another young person said, 'this is the best home he has been in – the staff are really nice and keep me updated.'

The registered manager has not received good support over the last seven months. He has not had an annual appraisal for two years and only had two supervisions since the last inspection. His line manager, the registered individual, has recently left, but Ofsted have not yet been notified about this, or the cover arrangements.

The registered manager has worked hard on improving the motivation and skill of the staff team, including the quality of their support and supervision. He has been more available to manage the home since August 2015, following a period of time off during the summer. He has adequately addressed most of the requirements raised at the last inspection. For example, young people have been more involved in giving feedback and having a say in their reviews. Most staff have developed a better knowledge of the area where the home is located and they now have access to a vehicle. They have received training in child sexual exploitation, gang culture, radicalisation and advanced safeguarding. As a result, staff are more skilled in helping to keep young people safe. One young person said, 'You've all helped make me feel safe and at home the best it could be'.

The registered manager recognises improves are still needed in admissions, risk assessments and care planning.

Information about this children's home

The home is one of a group of homes operated by the same organisation. The home provides care and accommodation for up to five young people with emotional and/or behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/06/2015	CH - Full	Requires improvement
06/01/2015	CH - Interim	Declined in effectiveness
05/08/2014	CH - Full	Good
27/01/2014	CH - Interim	Satisfactory Progress

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 person/s 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 person(s) must comply with the given timescales.

Requirement	Due date
14: The care planning standard In order to meet the care planning standard the registered person must ensure that children- (1)(a) receive effectively planned care in or through the children's home.	29/02/2016
12: The protection of children standard In order to meet the protection of children standard, the registered person must ensure— (2)(b) that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm	29/02/2016
Ensure that all employees receive practice-related supervision by a person with appropriate experience; and (c) have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4) (b) and (c))	29/02/2016
Ensure that the registered person gives notice in writing to HMCI, as soon as it is reasonably practicable to do so, if any of the following events take place or are expected by the registered person to take place— any change in the identity of the responsible individual. (Regulation 49 (e)(iii))	29/02/2016

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 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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