

SC405713

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is one of a group of homes operated by the same organisation. The home provides care for up to three children or young people. The statement of purpose indicates that the home provides a therapeutic approach to care.

Inspection dates: 9 to 10 April 2019

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: 2 May 2018

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
02/05/2018	Full	Requires improvement to be good
27/02/2018	Interim	Declined in effectiveness
01/08/2017	Full	Good
23/02/2017	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 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— 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))	31/05/2019
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 have the experience, qualifications and skills to meet the needs of each child; ensure that the home's workforce provides continuity of care to each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13(1)(a)(c)(e)(h))	31/05/2019
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 each child to achieve the child's education and training targets, as recorded in the child's relevant plans; understand the barriers to learning that each child may face and	31/05/2019

take appropriate action to help the child to overcome any such barriers. (Regulation 8(1)(2)(a)(i)(iii))	
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only employ an individual to work at the children's home if the individual satisfies the requirements in paragraph (3). The requirements are that full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32(1)(2)(3)(d))	31/05/2019
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; 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. (Regulation 35(3)(a)(ii)(b)(i)(ii))	31/05/2019
The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date. (Regulation 36(1)(a)(b))	31/05/2019

Recommendations

- For children's homes to be nurturing and supportive environments that meet the needs of their children, they will, in most cases, be homely, domestic environments. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.9)
- Any sanctions used to address poor behaviour should be 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. In some cases, it will be important for children to make reparation in some form to anyone hurt by their behaviour and the staff in the home should be skilled to support the child to understand this and carry it out. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.38)
- The registered person is responsible for maintaining good employment practice. They must ensure that recruitment, supervision and performance management of staff safeguards children and minimises potential risks to them. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph

13.1)

Inspection judgements

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

Children do not consistently make good progress while they live at the home. Some children's placements have ended early because the staff could not meet the children's needs effectively.

Children's care and placement plans are not up to date. They do not reflect changes to children's education arrangements or plans for children's futures, nor do they contain information about how staff should respond to self-harming behaviour. As a result, children do not always receive consistent and coordinated care.

Children enjoy a good level of activities, including going to weekly clubs. Participating in activities means that children have the opportunity to mix with their peers, develop confidence and learn new skills.

Managers and staff advocated for a child to see her family and, as a result, she now sees people who are important to her. Consequently, a requirement raised at the last inspection has been met.

Staff seek children's views regularly through key-work sessions, house meetings and monthly questionnaires. When children raise complaints, managers respond to these quickly. They keep children informed about how their complaint is being dealt with and tell them the outcome. This shows children that their views are important and that staff listen.

Some children refuse to engage in education. One child attends school but the school is unable to meet the child's needs appropriately. Consequently, children do not make sufficient educational progress from their starting points.

Staff support children to attend health appointments. When children misuse drugs, staff liaise with services to ensure that children receive support to help them to stop this risky behaviour. Staff consult with a therapist via the telephone to gain advice and support about how to manage the children's needs. However, therapists do not currently visit the home as much as they once did, and this limits the level of support available to children. One child is moving to another home to receive a more therapeutic approach to her care.

Children do not live in a homely environment. The home is not personalised and has an institutional feel. This does not help children to invest in their home.

Staff support children moving on from the home well. Children visit their new home and receive visits from staff who will be caring for them. This enables children to prepare for

their move and allays their fears. One child told the inspector that she is looking forward to moving to her new home.

How well children and young people are helped and protected: requires improvement to be good

When safeguarding concerns arise, managers work well with safeguarding professionals and children's social workers to ensure that these concerns are thoroughly examined. This promotes children's welfare.

Staff use praise and rewards to encourage children to behave well. However, when children display challenging behaviours, staff do not always give them consequences that are restorative in nature to help children recognise the impact of their behaviour on themselves and others.

Staff occasionally need to restrain children to keep them and others safe. Restraint records do not always contain enough detail about what has led to the incident. Furthermore, managers fail to review restraint records in a timely way. This means it is difficult for managers to properly assess what has happened and challenge potentially poor practice quickly.

Children occasionally go missing from the home. When this happens, staff search for children and attempt to contact them. When children return, staff provide children with appropriate support and successfully encourage them not to repeat this behaviour.

Risk assessments contain strategies designed to help staff reduce levels of risk and protect children from harm. However, it is not clear if all staff have familiarised themselves with the information contained in these assessments, which could impact on their ability to promote children's safety.

Recruitment records fail to show that all checks have been carried out on new staff. For example, some records contain gaps in staff's employment histories. In addition, managers do not take up enough references and verify why staff have left previous jobs when they worked with children or vulnerable adults. This means that managers have not taken robust action to ensure that only safe adults work with children.

The effectiveness of leaders and managers: inadequate

The shortfalls identified at this inspection show that managers do not monitor the home effectively. The absence of the registered manager due to illness has contributed to the lack of consistent management oversight.

New staff receive a good induction and staff undertake a range of training. However, staff do not receive adequate training to meet the specific needs of all children living at the home. For example, staff have not undertaken training in understanding autism spectrum disorder, despite a child who has autistic traits living at the home for over a year.

Most of the staff have worked at the home for less than four months. High staff turnover means that children do not always receive consistent care. Furthermore, it does not help children to develop trusting relationships with staff.

Staff said that they are well supported by managers, including those managers from other homes within the organisation who have provided cover in the absence of the registered manager. One staff member only received two supervision meetings in six months. However, this is now an improving picture and most staff receive supervision and an appraisal in line with the organisation's policies and procedures.

The home's development plan is detailed and shows a wide range of changes that are needed to improve the service. The previous inspection identified five areas requiring development. Two of these have been met after improvements in the arrangements for children to see their families and better responses to children's views. Three areas remain unmet. There are ongoing concerns about the continuity of care that children receive, staff not being knowledgeable about the content of children's risk assessments and children's care plans not being up to date.

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: SC405713

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

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

Responsible individual: Sorrelle Fern

Registered manager: Hilary Lingham

Inspector

Andrew Hewston, social care inspector

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