

Children's homes - interim inspection

Inspection date	09 January 2017
Unique reference number	SC405713
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Cambian Childcare Limited
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London, W6 9RU

Responsible individual	Sharon Edney
Registered manager	Vacant
Inspector	Lisa Walsh

Inspection date	09 January 2017
Previous inspection judgement	Sustained effectiveness
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 sustained effectiveness at the interim inspection. At this inspection Ofsted judge that it has declined in effectiveness. At the time of this inspection, there are no young people living in the home. Since the last inspection in March 2016, six young people have lived at the home. The home has not had a registered manager in post since February 2016. Since this time, there have been two interim managers. A new manager has recently been appointed. A decision has been made by the provider to not admit any new young people until the manager is in post. The absence of a registered manager has resulted in a decline in effectiveness. This shortfall has created feelings of instability in the staff team and staff morale has declined as a result. This has led to a decrease in confidence in some staff practice and abilities. For example, despite clear behaviour / risk management plans being in place, staff have become over reliant on the manager's instructions and this has created delays in staff taking the necessary action. The matching of young people is carefully considered. Managers have not only consider individual needs, but also the needs of the group. Despite this process, young people's experiences at the home have been varied. Some improved significantly and others have had their placements terminated on an emergency basis because of external influences, which have led to criminalisation. Young people participated in regular key work sessions and house meetings. Young people understood how decisions were made and the degree to which they were able to influence them. Complaints were rare and when raised were swiftly examined with young people receiving a response. Key working sessions had a clear focus on the young person's specific needs, including, when required, covering sensitive topics such as healthy relationships and sexual health. One young person alerted staff to an inappropriate text message that he had received. This information was promptly shared with the police and appropriate safeguarding measures were implemented. This shows that young people received the support they required to make safe decisions and to be protected from becoming involved in negative and potentially exploitative relationships. The staff were successful in reintegrating some of most resistant of young people	

back into education. This helped young people to start to see the importance of education on their future.

Young people's self-esteem and confidence have been promoted through a wide range of varied and focused activities, both in and outside the home. Staff supported young people to develop social skills and relationships, and to enjoy healthy living. For example, one young person enjoyed a holiday, in which a member of staff taught him how to swim. Good-quality daily experiences have helped young people to make progress during their time at the home.

Partnership working with other agencies has been key in helping some young people to make good levels of progress educationally, socially and emotionally. Managers have actively challenged other agencies when safeguarding concerns have been raised. The manager's action has ensured that young people have been better protected. Some young people did go missing. Staff responded well to all missing incidents and worked effectively and creatively with other agencies. Strong relationships with the police and local authorities were used to protect young people from harm. However, despite this proactive approach, young people were not consistently offered return interviews after being missing. This limited the staff team's ability to review future risk management plans.

Young people's health needs were promoted and reviewed. For example, the staff ensured that young people had access to child and adolescent mental health services. Managers also ensured that the staff team received specialist training to meet each young people's needs, this is with specific reference to supporting young people who are at risk of self-harming.

Incidents of restraint were low and only completed when necessary. Records of such incidents were completed well, supporting the safety of young people and staff.

Information about this children's home

The home is registered to provide care for up to three children with emotional and/or behavioural difficulties. The home is privately owned and forms part of a large social care company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07 March 2016	Interim	Sustained effectiveness
19 January 2016	Full	Outstanding
21 January 2015	Interim	Sustained effectiveness
30 March 2014	Full	Good

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
The registered provider must appoint a person to manage the children's home if there is no registered manager in respect of the home. If the registered provider appoints a person to manage the home, the registered provider must, without delay, give HMCI notice of the name of the person so appointed; and the date on which the appointment takes effect. (Regulation 27 1 (a) 2 (a) (b)).	22 February 2017

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation:

- Ensure that 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. (The Guide to the Quality Standards, Page 45, Paragraph 9.30).

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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