

Children's homes inspection — Full

Inspection date	01/03/2017
Unique reference number	SC456964
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Cambian Childcare Ltd
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London, W6 9RU

Responsible individual	Barry Cotterill
Registered manager	Louise Taylor
Inspector	Nicola Thomas

Inspection date	01/03/2017
Previous inspection judgement	Improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceed the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care.	
How well children and young people are helped and protected	Outstanding
The impact and effectiveness of leaders and managers	Outstanding

SC456964

Summary of findings

The children's home provision is outstanding because:

- Young people make and sustain very positive and valuable relationships with a highly stable and committed staffing team.
- Leaders and staff demonstrate genuine ambition for young people to reach their full potential, which is realised in practice.
- Educational outcomes have significantly improved; both young people attend mainstream schools, having previously been absent for long periods and accessed specialist education provision.
- Staff promote and engage young people in a very wide range of activities within the community, which has broadened their experiences and talents and contributed to increased self-esteem.
- Young people have a strong sense of belonging and have shown significant progress in their social development. Staff encourage young people to nurture positive friendships with a variety of peers.
- Staff are proactive in preventing escalation of negative behaviour and are able to respond constructively and consistently to any instances of challenging conduct.
- Young people with a history of risk-taking behaviour have reduced this considerably and have become safe and secure at the home. This is recognised within multi-agency risk assessment plans.
- The home is exceptionally well managed by a competent and enthusiastic child-centred leader.
- Staff benefit from excellent training opportunities, effective supervision and regular team meetings, which ensure that they are happy and motivated to provide a consistently high standard of care for young people.
- Young people, placing authorities, other partners and families provide extremely positive feedback about the service provided at this home.

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

Recommendations

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

- Limits on privacy and access may only be put in place to safeguard each child in the home (regulation 21(c)(i)). Any decisions to limit a child's access to any area of the home, and any modifications to the environment of the home, must only be made where this is intended to safeguard the child's welfare. All decisions should be informed by a rigorous assessment of that individual child's needs, be properly recorded and be kept under regular review. ('Guide to the children's homes regulations including the quality standards', page 15, paragraph 3.10)

Full report

Information about this children's home

This home is registered to provide care and accommodation for up to two children who may have emotional and/or behavioural difficulties.

The home is part of a large private organisation that also offers specialist educational provision, fostering services and adult residential care services nationally.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/11/2016	Interim	Improved effectiveness
29/03/2016	Interim	Sustained effectiveness
22/12/2015	Full	Good
06/03/2015	Interim	Improved effectiveness

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Outstanding
Young people living at the home are cared for by a well-qualified, trained, skilled and competent staffing team that meets their needs to a very high standard. They benefit from continuity of care, which provides consistency and stability in their lives. Young people develop strong relationships and have positive attachments with staff. Staff are prepared to go above and beyond what is reasonably expected of them to improve the life chances, progress and experiences of young people. Young people are thriving across all aspects of their development. Their progress in education is exceptionally positive. Both young people regularly achieve 100% attendance at their schools. One young person, who had missed a significant proportion of schooling in other residential care placements, was supported to make progressive achievement in specialist educational provision. She was subsequently enrolled in a mainstream school and is being entered for GCSE examinations this year. Her independent reviewing officer reported that the placing authority did not feel this would be successful and were delighted when she was able to sustain this. One of the young people will be taking some of her examinations earlier than originally planned. One young person completed work experience at a large department store. The manager was impressed with her presentation and efforts and she was offered part-time work as a result. One young person is applying for a place at college to study performing arts. Young people are encouraged to access a wide range of activities. These include rugby, football, dance, drama, netball and horse riding. Both young people are members of the local Army cadets group and have had promotions through the ranks. They have been on residential trips and summer camps and have made positive friendships, learned social skills and principles of teamwork and being responsible. Staff help young people to explore their talents and interests, and young people have had guitar and piano lessons. Both young people have a healthy network of friendships in school and their chosen activities, and these are nurtured and encouraged by the staff at the home. Young people have developed a sense of belonging as a result and staff broaden their experiences with a view to improving life chances. Staff at the home ensure that young people are given regular opportunities to provide their views on matters that affect them. They hold regular house meetings where young people make choices regarding the day-to-day care arrangements. Young people are made aware of their rights and entitlements and are consulted on their care and risk management plans. Formal advocacy services are accessible and young people know how to make a complaint. Consultation and involvement is	

at the heart of the service.

Health outcomes and progress are excellent. Young people have made progress in improving their emotional health through in-house therapeutic and clinical support. Staff have worked extremely hard to encourage improvement in hygiene and personal care routines, which has resulted in increased self-esteem. Staff also promote a healthy lifestyle, and young people participate in physical training with the cadets and are also members of a local gym. A healthcare professional, who has worked closely with the home, spoke of how proactive the staff are at communicating with her and said, 'They are excellent at promoting good emotional health.'

Staff ensure that young people are comfortable with their individual characters and promote a positive self-image. Staff have evidence that they have used a wide range of research-informed resources to help young people process difficult feelings and internal conflicts in relation to relationships and sexuality, which have resulted in significant improvement to emotional health, resilience and social development. One young person regularly accesses an inclusive youth group that provides a non-judgemental environment for young people to establish their own sense of identity.

Contact is promoted and facilitated by staff in accordance with the placing authorities' plans. Staff at the home work with parents and carers wherever possible to maintain a good relationship. One parent spoke highly of the care arrangements at the home, and said that she would much prefer her daughter to remain there in early adulthood while she finishes her education.

	Judgement grade
How well children and young people are helped and protected	Outstanding
Young people have individualised, comprehensive risk management plans, and staff have a very detailed understanding of the strategies and de-escalation techniques to employ when necessary. Staff have worked exceptionally hard to ascertain how best to help young people to reduce any instances of challenging behaviour. They have taken time to understand young people's learning styles and have adopted creative methods to assert effective boundaries. For example, one young person responds well to visual prompts; as a result, staff reinforce aspects of her routine using pictorial and colourful resources, which she finds easier to comprehend. All of this has resulted in much improved behaviour and any instances of negative conduct have reduced in severity, as well as frequency. Young people say that they feel safe at this home. At times there has been conflict	

between them, but staff have helped young people to manage conflict effectively and improve relationships. Young people now say that they are happy living together and, despite their recognised personality differences, the environment is harmonious and instances of conflict have greatly reduced.

When there has been an occasional significant incident, the home has proactively involved the local police officer in order to support young people and help them to take personal responsibility for their behaviour. This has prevented escalation and any potential for future criminalisation of their actions. Young people have not had any formal involvement with the criminal justice system. They do not engage in other risk-taking behaviours and are becoming increasingly safe in the home.

One young person is late home on occasions and staff are very consistent about the action they take to address this behaviour. The young person is usually located in the local area and staff are very proactive in bringing her home. She shows remorse for her actions and takes responsibility for her behaviour. This generally negates the need for police involvement. The manager and staff have a very clear plan to respond to this behaviour should it escalate beyond the usual testing of boundaries.

Staff utilise a wide range of research-based resources within planned and reactive key working sessions, to teach young people how to keep themselves safe. Young people and families report that they are equipped to make safer choices as a direct result of the efforts of the staff at the home. One young person, who was originally exhibiting high risk behaviours when she arrived at the home, has recently been reduced to medium risk within a multi-agency risk assessment tool.

Young people live in a homely and well-maintained environment that is risk assessed regularly. The manager is very proactive in requesting updates to décor in line with young people's wishes. Both young people are currently awaiting their bedrooms to be redecorated and there are plans to improve the exterior of the home and garden. Staff use door alarms in bedrooms as an additional supervisory measure. It is recommended that this arrangement be reviewed regularly and the outcome recorded to ensure that they are necessary for safeguarding purposes on an ongoing basis.

	Judgement grade
The impact and effectiveness of leaders and managers	Outstanding
The home is managed very efficiently in a child-centred manner that promotes exceptionally positive outcomes for young people. Young people make outstanding sustained progress across all aspects of their development as a result of effective support from an enthusiastic, stable and dedicated staffing team. Leaders effectively prioritise the needs of young people and ensure that the home is well	

resourced and able to address any specific needs. Young people report that they feel the home is well managed and they enjoy the company of the managers. One independent reviewing officer said, 'Our young person has a lot of time for the staff and gets on especially well with the manager of the home.'

The registered manager has considerable experience of caring for young people in residential settings and is highly effective in her role. She works closely with the first line manager to ensure that staff receive regular, high-quality supervision sessions and appraisals. Staff report that they are very well supported and happy in their roles. One member of staff said, 'I have learned so much and really enjoy spending time with the girls.' Team meetings are child focused but balanced in ensuring that staff support needs are also prioritised. Managers are approachable and available to offer guidance to staff whenever necessary. Managers are highly regarded by staff and young people as they have a very detailed understanding of the needs of the young people in their care.

The staff report that they feel the training provided is of a high quality and equips them to meet the complex needs of young people in their care. All of the staff have the required level three qualifications in residential childcare apart from one newer member of staff, who is due to complete this in the near future. Leaders are clear on the strengths of the service and are continually developing their practice and the procedures at the home. Rigorous scrutiny of records, and regular monitoring and reporting on the progress of young people, secure continuous improvement.

There are no requirements or recommendations from the previous inspection. The home meets the aims and objectives as outlined in the statement of purpose. Leaders and staff champion the interests of young people effectively, and maintain strong partnerships with other agencies to secure the best possible support and help young people to reach their full potential. One social worker said, 'really happy with the support they give'. An independent reviewing officer said, 'This is the longest placement she has had, I am very very impressed.'

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against the 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm, or result in children looked after not having their welfare safeguarded and promoted.

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 that 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 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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