

SC457272

Registered provider: Cambian Childcare Limited

Interim inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care for up to three children between 11 and 18. The home's aim is to provide care and support to children who may have experienced abuse, neglect and exclusion in the past.

The manager has been registered at the home since 2015.

Inspection date: 11 January 2019

Judgement at last inspection: requires improvement to be good

Date of last inspection: 25 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 sustained effectiveness.

No children have lived at home since the last placement ended on 13 December 2018. The senior management team made the decision to suspend the service and regroup in the new year. The senior management team envisages that, after a period of reflection and planning, the admission process will start again at the end of January 2019.

The provider has failed to sufficiently meet all of the requirements and recommendations that were raised at the last inspection. Therefore, three requirements and two recommendations are restated.

Risk assessments for the children who were living at the home are comprehensive. However, important information was missing from one child's risk assessment. Such

omissions mean that the staff may not be made aware of all the presenting risks and how these are to be managed. The records of recent physical interventions have not been overseen in a timely way by the manager, and there is no evidence of debriefing with the staff. This does not give the staff the opportunity to talk about their experiences and identify whether the action taken was effective.

Ofsted was not notified of a significant incident that was linked to a previous concern, despite the home's paperwork stating that it would be sent within 24 hours. Failure to notify Ofsted of significant incidents means that Ofsted cannot assess the effectiveness of safeguarding arrangements and children's care.

There is a lack of timely management oversight of consequences. The use of consequences for unwanted behaviour is not applied consistently to all the children. There is overuse of monetary sanctions. Therefore, staff actions to modify behaviour become less meaningful for the children and do not help the children to understand their behaviours or the actions that they should take to make it right.

The registered manager's monitoring is not effective. It does not include the views of the children, social workers and parents, and some of the language used in the reporting is not appropriate. The evaluation is not clear. The monitoring does not provide a comprehensive view of the service and plans to develop.

There have been several incidents at the home since the last inspection. Some records are clear and identify that follow-up work is to be undertaken with the children. However, it is not always evident that this work has consistently taken place. This does not support or educate the children about potential risks and choices.

Children have gone missing from the home. Individual protocols and records are evident. However, some reports lack clarity. One record does not clearly state the actions taken by the staff to locate the children or make clear how children were safeguarded.

The children were able to access car keys from the staff office and, on another occasion, locked staff out of the home. These incidents are recorded and were adequately addressed by the staff at the time. However, as the registered manager is not currently working at the home, the records outlining follow-up work with the staff involved to address the incident and detailing any lessons learned were not accessible.

Children's meetings were not taking place in line with the statement of purpose. These meetings were infrequent and brief. The management team has identified that this is an area that needs to improve.

Since the last inspection, supervision for the staff has improved. The staff said that they are well supported and are looking forward to welcoming new children to the home. They described their team as well established and supportive.

Medication training has been implemented since the last inspection. Competency is assessed, and work booklets are used to record and evidence this. Therefore, staff are

fully equipped to manage and administer medication to the children.

Impact assessments are comprehensive. The staff record and identify the potential behaviours of each child and the impact on the children who live at the home. The deputy manager is assessing any new referrals in the absence of the registered manager, ensuring that decision-making is robust and consistent.

Staffing rotas have improved since the last inspection. Aspects of the rota are now colour coded and provide a usable record of when staff are working at the home, identifying their shifts and responsibilities. This provides a clear record of accountability.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
25/04/2018	Full	Requires improvement to be good
13/12/2017	Full	Requires improvement to be good
09/11/2017	Full	Inadequate
23/02/2017	Interim	Declined in effectiveness

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; help each child to understand how to keep safe;	12/02/19

have the skills to identify and act on signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1)(2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)) In particular, ensure that risk assessments and missing-from-care records are comprehensive and include all relevant information.	
The registered person must prepare and implement a policy ('the behaviour management policy') which sets out— how appropriate behaviour is to be promoted in the children's home; and the measures of control, discipline and restraint which may be used in relation to children in the home. The registered person must keep the behaviour management policy under review and, when appropriate, revise it. 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— the effectiveness and any consequences of the use of the measure; and 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;	12/02/19

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 (1)(a)(b)(2))(3)(a)(vii)(b)(i)(ii)(c)) In particular, ensure that the staff understand and implement the consistent use of positive and negative consequences, and provide timely management oversight of each measure.	
The registered person must notify HMCI and each other relevant person without delay if— there is an allegation of abuse against the home or a person working there; there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (3)(c)(e))	12/02/19
The registered person must complete a review of the quality of care provided for children ('a quality of care review') at least once every 6 months. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the quality of care provided for children; the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ('the quality of care review report'). The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1)(2)(a)(b)(c)(5))	12/02/19

Recommendations

- The registered person is responsible for leading a team which provides high quality care for all of the children living at the home. They must lead and manage the home in a way that delivers the ethos, outcomes and approach set out in the statement of purpose. ('Guide to the children's homes regulations including the quality standards', page 52, paragraph 10.4)

In particular, provide children's meetings as set out in the statement of purpose.

- The registered person is responsible for ensuring that all staff consistently follow the home's policies and procedures for the benefit of the children in the home's care. Everyone working at the home must understand their roles and responsibilities and what they are authorised to decide on their own initiative. There should be clear lines of accountability. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.20)

In particular, managers should provide staff with opportunities to reflect on the effectiveness of behaviour management following incidents.

- Ensure that staff are familiar with the home's policies on record keeping. ('Guide to the children's homes regulations including the quality standards', page 62, paragraph 14.4)

In particular, ensure that all follow-up work with the children after an incident is recorded.

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.

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: SC457272

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

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

Responsible individual: Michael Coleman

Registered manager: Sharon Omorogbe

Inspector

Debbie Young: social care inspector

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