

Children's homes – Interim inspection

Inspection date	23/02/2017
Unique reference number	SC457272
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Cambian Childcare Ltd
Registered provider address	4th Floor, Waterfront, Hammersmith Embankment, London W6 9RU

Responsible individual	Robert Poots
Registered manager	Sharon Omorogbe
Inspector	Debbie Young

Inspection date	23/02/2017
Previous inspection judgement	Good
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 good at the full inspection. At this interim inspection, Ofsted judges that it has declined in effectiveness. Three recommendations were made at the last inspection. The manager has failed to meet two of the recommendations. The manager has not met the recommendation in relation to providing a homely, domestic environment, with specific regard to meeting the home's ongoing refurbishment and decoration plan. The shared children's bathroom is in poor condition. The flooring is damaged and unsightly, and the wooden storage cupboard requires repair and decoration. It is not in a suitable condition for the children to use on a daily basis, and it does not meet their needs. The manager has not met the recommendation to ensure that staff access appropriate resources to support their training needs, specifically loss and bereavement training. The manager says that this has been due to challenges faced by the staff team since the last inspection, and that there has been no time or resource available. Failure to provide this training means that the staff are not equipped with the specific tools that they need to provide ongoing support and advice to the children. This does not meet the children's emotional needs. A previous resident and a child who currently lives at the home frequent a local address of potential concern. The address, which is well known in the local area, attracts children. The manager has sought information from the police and has completed online checks, as well as speaking to the adult who lives at this address. However, there is no comprehensive risk assessment to guide the staff in managing concerns when the children visit this address. There is no evidence of sufficient planning in relation to the potential concerns or how the staff respond. This does not provide good enough safeguards for the children. Records are generally comprehensive and detailed. However, some records lack management oversight and are not consistently signed. This does not ensure that the incidents are subject to scrutiny and analysis. There are gaps in the records of staff debriefings. This does not demonstrate that the staff have had the opportunity to reflect on the incident to inform their learning.	

The children's progress and good behaviour is rewarded. One child said, 'The positives are good. They [staff] will buy us breakfast and McDonalds, and I like these.' The positive rewards promote the children's self-confidence and encourage good behaviour. The staff have embedded a culture of praise in the home. However, the manager has not signed several records of rewards and sanctions. This does not evidence a clear and consistent view from the manager as to whether the rewards and sanctions are proportionate and fair.

The external monitoring is effective and clearly identifies points for action to improve practice. The manager addresses the actions raised. The internal monitoring is comprehensive and informative. However, it does not consider the opinions of children, their parents, placing authorities and staff. This does not ensure that these views contribute to the running and development of the home.

The children are not attending school or college, but there is evidence of effective planning and staff encouragement to promote education. The manager regularly communicates with the local authority and the virtual school. A tutor attends the home daily to work with both of the children as an interim arrangement. The older child has disengaged with education currently. He continues to make progress with his independence programme and the staff encourage this engagement. He is provided with lots of support and has been offered various education and career options, but so far he has refused to engage. There is a clear message given by the staff that all of the children need to engage with education to develop their skills and improve their outcomes.

A core team of staff provide consistent care to the children. The staff are nurturing and dedicated, and spend time getting to know the children as individuals. They interact well with the children and spend time helping them in all areas of their lives. The staff promote family contact and encourage the children to socialise and develop their social skills. The children are settled and they are happy with the care that they receive. A social worker spoke about a child who has recently moved to the home. They said, 'He has done really well. The staff have developed a good rapport with him. The incidents have significantly reduced since he has been here. The staff are really good.'

The staff only use physical interventions when all de-escalating techniques have been ineffective and there is a clear risk to the children or others. One child said, 'Staff try to make you as safe as they can.'

When children are absent without consent the staff follow the appropriate procedures and make every effort to locate the children. The staff actively communicate with the child, professionals and family members. The manager requests strategy meetings when the manager is concerned that there are repeated incidents. A police officer said, 'We have a good relationship. We are always informed when new residents come in; communication is good.' The children each have an individual 'passport', which contains clear and relevant information. This acts as a quick and easy way to share information with the police.

The children are safeguarded as far as possible through these mechanisms.

The manager has met the recommendation to ensure that supervision for staff in their probationary period is delivered in line with organisational policy. Supervision is now taking place on a regular basis and the staff team say that this is supportive. This provides clear guidance to staff and enhances the quality of care provided to the children.

Information about this children's home

This home provides care and accommodation for up to three children who have emotional and/or behavioural difficulties. A private organisation owns and operates this home.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/07/2016	Full	Good
10/02/2016	Interim	Sustained effectiveness
24/09/2015	Full	Requires improvement
23/03/2015	Interim	Improved effectiveness

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 within the given timescales.

Requirement	Due date
6. The quality and purpose of care standard. In order to meet the quality and purpose of care standard, the registered person must: (2)(c)(i) ensure that the premises used for the purposes of the home are designed and furnished so as to meet the needs of each child.	24/04/2017
11. The positive relationships standard. In order to meet the positive relationships standard, the registered person must: (2)(a)(ix) ensure that staff understand how children's previous experiences and present emotions can be communicated through behaviour, and have the competence and skills to interpret these and develop positive relationships with children.	27/03/2017
12. The protection of children standard. In order to meet the protection of children standard, the registered person must: (2)(a)(i) 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.	27/03/2017
13. The leadership and management standard. In order to meet the leadership and management standard the registered person must: (2)(c) ensure that staff have the experience, qualifications and	27/03/2017

skills to meet the needs of each child.	
---	--

Recommendations

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

- Ensure that the registered person has a system in place which allows them to monitor the matters set out in the regulation at least once every six months. ('Guide to the children's homes regulations including the quality standards', page 64, paragraph 15.2)
This is with particular reference to ascertaining and considering the opinions of children, their parents, placing authorities and staff.
- Ensure that all incidents of control, discipline and restraint are subject to systems of regular scrutiny to ensure that their use is fair. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.36)

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 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 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'.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance *raising concerns and making complaints about Ofsted*, which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2017