

# SC026910

Registered provider: Cambian Autism Services Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This national, private organisation provides care and accommodation for up to 68 children and young people who have autistic spectrum disorder and/or learning disabilities. The service operates as a residential special school. Accommodation is provided for a number of children and young people for 52 weeks of the year, therefore, the service is registered as a children's home. Care is provided in 11 houses, nine are within the grounds of the school and two are situated in the local community.

**Inspection dates:** 11 to 13 July 2017

**Overall experiences and progress of children and young people, taking into account** **good**

How well children and young people are helped and protected **good**

The effectiveness of leaders and managers **requires improvement to be good**

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 31 January 2017

**Overall judgement at last inspection:** declined in effectiveness

### Enforcement action since last inspection:

The home was inspected on 31 January 2017 and judged to have declined in effectiveness. A compliance notice was served on 7 February 2017 in respect of Regulation 6 of the Children's Home Regulations 2015. A monitoring visit took place on 15 February 2017 which determined that the compliance notice was met.

## Key findings from this inspection

This children's home is good because:

- Children and young people have positive experiences. Staff provide care that is warm and nurturing. Children and young people are looked after by staff who know them well. As a result, positive relationships develop.
- Children and young people make good progress from their starting points. This helps them to become more independent. Children and young people have access to good on-site facilities.
- Leaders and managers implement effective child protection procedures which staff follow appropriately. Staff are vigilant in their approach to safeguarding children.
- Staff know the children and young people and increasingly use positive measures to manage children's and young people's behaviour. There is a significant reduction in the use of physical restraint.
- Leaders and managers have a clear vision for the home. They are focused and driven to make positive changes. Monitoring systems highlight areas for further improvement.

The children's home's areas for development:

- Leaders and managers need more time to implement and embed the changes that they have made, before they can fully review the effectiveness.
- Further work is required to enable staff to reduce the level of restrictions used in the homes, such as locked doors.
- Children and young people are not yet provided with opportunities to explore new play equipment and toys that are more suitable to their age, in preparation for moving on.
- Measures to ensure that all staff take part in regular fire drills are not in place.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
31/01/2017	Interim	Declined in effectiveness
19/07/2016	Full	Requires improvement
05/01/2016	Full	Requires improvement
10/11/2015	Full	Inadequate

## 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
<p>6: The quality and purpose of care standard</p> <p>In order to meet the quality and purpose of care standard the registered person must—</p> <p>(2)(c) ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>(ii) enable each child to participate in the daily life of the home.</p> <p>In particular, ensure that the perimeter of the school and homes are made safer to enable the reduction of internal restrictions.</p>	07/09/2017
<p>9: The enjoyment and achievement standard</p> <p>In order to meet the enjoyment and achievement standard the registered person must ensure—</p> <p>(2)(a) that staff help each child to—</p> <p>(ii) participate in activities that the child enjoys and which meet and expand the child's interests and preferences.</p> <p>In particular, provide children and young people with opportunities to explore new play equipment, toys and DVDs that are more suitable to their age in preparation for moving on.</p>	07/09/2017
<p>13: The leadership and management standard</p> <p>In order to meet the leadership and management standard the registered person must ensure that they inspire and lead a culture that—</p> <p>(2)(f) understands the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; and</p> <p>(h) use monitoring and review systems to make continuous</p>	07/09/2017

<p>improvements in the quality of care provided in the home.</p> <p>In particular, ensure that monitoring systems identify weaknesses and set these out in clear development plans. Ensure that staff meet regularly as a team and receive regular supervision. Improve the quality of behaviour support plans so the strategies that staff use to support children and young people are clearly recorded.</p>	
<p>25: Fire precautions</p> <p>After consultation with the fire and rescue authority, the registered person must—</p> <p>ensure, by means of fire drills and practices at suitable intervals, that persons working at the home and, so far as reasonably practicable, children are aware of the procedure to be followed in case of fire.</p> <p>(Regulation 25 (1)(d))</p> <p>In particular, ensure that all staff take part in regular fire drills.</p>	<p>27/07/2017</p>

## Inspection judgements

### Overall experiences and progress of children and young people: good

The standard of accommodation has significantly improved since the last inspection. Living areas are welcoming and homely. Children and young people can help to personalise their own bedrooms. There is an abundance of photographs of the children displayed around the homes. Staff have a sense of pride in the quality of the homes and how these are presented.

A review into the use of locks and doors with keypads is ongoing. Leaders and managers are making good progress with this review. Staff say that the removal of some of the locks has enabled children to become more independent. Staff gave examples of young people who are now making their own drinks and choosing their own clothes. Leaders and managers identify that there is further work to do in this area.

Parents and families speak highly of the care team. One parent describes them as 'amazing'. The staff team treats children and young people with dignity and respect. The staff care for children with warmth and nurture. Staff provide regular, consistently good care. Staff get to know the children's and young people's individual needs well. One parent said, 'The staff adore all the children.'

Children and young people receive appropriate support that helps them to progress and

achieve. Children have individual targets that they are working towards. Parents and staff provide good examples of how the children and young people are making progress. Records do not detail this progress explicitly or evidence children's and young people's success and the journey from when children and young people first moved in.

Staff communicate effectively with children and young people using creative methods that are most suited to each child's or young person's needs. These include the use of visual schedules, using technology programmes, sign and picture exchange communication systems (PECS). Staff have improved the way in which they engage children and young people to help them to express their views. This process is now more planned and purposeful.

Within the school grounds there are a variety of activities on offer to children and young people, such as the swimming pool, climbing wall and bouncing castle. The school is set in extensive grounds that children and young people can enjoy. For the majority of children and young people, access into the local community is good. Staff are currently sourcing local clubs for children and young people to try. Children and young people are not always provided with age-appropriate personal items such as toys and DVDs to help them to develop their interests.

The therapy team provides a suitable level of support to children, young people and their families. A new school nurse has been appointed to oversee the health needs of the children and young people within the homes.

Children and young people receive good support from staff when they move on from the home. The process is well planned and sensitive to each child's and young person's situation. Plans are clear and detailed with positive regard to the young person and their family.

### **How well children and young people are helped and protected: good**

Effective child protection procedures are in place that safeguard children and young people. Staff are clear about their responsibility to follow the child protection procedure and report concerns that they have about the welfare of children and young people. Leaders and managers make appropriate referrals to the designated person and professionals. Outcomes of safeguarding concerns provide clear information to staff.

Staff know the children and young people well. These relationships assist staff in supporting children and young people to reduce and manage their anxieties. The staff team has good skills in implementing strategies that reduce behaviour that may become challenging or behaviour that poses a risk. Children and young people have risk assessments and behaviour support plans which are individual to them. These documents do not always provide details of the specific strategies that staff use to support children and young people.

Staff use positive behaviour management strategies to distract children and young people and de-escalate their behaviour when it could become challenging. Reward

systems are used to support positive behaviour. The use of restraint is reducing over time. Door holds, ground holds and seclusions are no longer practices used in this home.

On occasions, members of staff have made errors in the administration and recording of medication. Senior staff monitor medication records. Errors are identified quickly and swift action is taken to reduce the risk of harm to children and young people. Staff seek medical advice for the child or young person and communicate information to families and the relevant professionals, including the designated person. All medication errors follow the child protection process and are recorded as a safeguarding concern. Staff who are involved in medication errors receive additional training and formally discuss the incident with leaders and managers to identify ways of improving their practice.

Staff recruitment processes are good. Leaders and managers implement effective auditing tools to review the suitability of staff. Leaders and managers have good systems in place to monitor safeguarding and behaviour management incidents. As a result, leaders and managers know which strategies work well and can identify ways to improve practice further.

Leaders and managers took swift action following the last inspection to ensure that all fire exits were clear and accessible. All staff have undertaken fire safety training and fire drills take place regularly. However, there are gaps in records so leaders and managers do not know whether all of the staff have participated in a fire drill.

### **The effectiveness of leaders and managers: requires improvement to be good**

The registered manager has held the post for over two years. The registered manager is suitably skilled for the role and is undertaking a level 5 qualification. A permanent principal has been appointed to the role of responsible individual.

Leaders and managers demonstrate passion when discussing their plans for developing the home. Not all of these plans are included on the written development plan. Leaders and managers are taking steps to improve the quality of care provided to children and young people. However, some of these improvements are in their infancy and require time to embed before the impact of them can be determined.

Leaders and managers have implemented effective systems that enable them to monitor staff supervision, appraisal, training and development. The registered manager has identified that supervision and appraisal are not always frequent and of good quality. There are some good examples of supervision being constructive and used to develop the skills of the staff. However, this practice is not yet consistently good quality among all supervisors.

Staff teams do not meet regularly to discuss the needs of children and young people and to share experiences and learning. Some team meetings are cancelled in some of the homes. The registered manager has identified that this corresponds to staff availability and staffing shortfalls.

Staff are provided with good training and development opportunities. New staff are well inducted into their role. They complete shadow shifts before they work on their own with children, and they are supported during their induction by an experienced mentor. The number of staff qualified to level 3 has increased. The registered manager has a good overview of when staff are due to complete their qualification and has support plans in place for those who need additional help.

Staff are becoming clearer about their roles and responsibilities in relation to the effective running of the home. Leaders and managers provide training to staff in middle management positions, to enable them to carry out their roles more effectively. Staff, including temporary staff, are allocated to work in the same homes and with the children who they know best. This approach provides children and young people with stability and consistency of care. Leaders and managers are continuing to recruit new staff to ensure that they have sufficient staff to meet the needs of children and young people.

## **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:** SC026910

**Provision sub-type:** Residential special school

**Registered provider:** Cambian Autism Services Limited

**Registered provider address:** 4th Floor, Waterfront Building, Chancellors Road, Hammersmith Embankment, London W6 9RU

**Responsible individual:** Joanne Galloway

**Registered manager:** Kerry Byron

## Inspector(s)

Nicola Lownds: social care inspector

Wendy Anderson: social care inspector

Paula Lahey: regulation inspection manager

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