

2534827

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home provides care for four children aged between 11 and 18 who have challenging behaviours and complex needs. It is one of a group of homes run by a large independent provider. The organisation has its own school, which the children attend. The home was registered in June 2019. The manager has been registered since the home opened. This is the first inspection since registration.

Inspection dates: 26 to 27 November 2019

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: not applicable

Overall judgement at last inspection: not applicable

Enforcement action since last inspection: not applicable

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 health and well-being standard is that— the health and well-being needs of children are met. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— achieve the health and well-being outcomes that are recorded in the child's relevant plans; and take part in activities, and attend any appointments, for the purpose of meeting the child's health and well-being needs. (Regulation 10(1)(a)(2)(a)(i)(iii))	03/01/2020
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 the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12(1)(2)(b)) In particular, ensure that risk assessments are updated and accurate.	03/01/2020
The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. In particular, the standard in paragraph (1) requires the	03/01/2020

registered person to ensure— that arrangements are in place to— manage and review the placement of each child in the home; that each child’s relevant plans are followed; and that staff help each child to access and contribute to the records kept by the registered person in relation to the child. (Regulation 14(1)(a)(b)(2)(b)(ii)(c)(f))	
The care planning standard is that children— receive effectively planned care in or through the children’s home. In particular, the standard in paragraph (1) requires the registered person to ensure— that, subject to regulation 22 (contact and access to communications), contact between each child and the child’s parents, relatives and friends, is promoted in accordance with the child’s relevant plans. (Regulation 14(1)(a)(b)(2)(d)) In particular, ensure that contact arrangements are accurately recorded in the child’s plan.	03/01/2020
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33(4)(b)) This is in particular regard to new staff.	03/01/2020
Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home. The registered person must— maintain in the home the records in Schedule 4; ensure that the records are kept up to date. (Regulation 37(1)(2)(a)(b)) In particular, keep a copy of the staff duty roster of persons working at the home, and a record of the actual rosters worked and a record of any persons who reside or work at any time at the home, who are not mentioned in the rosters.	03/01/2020

Recommendations

- 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. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.30)
- The registered person must achieve continuity of staffing so that children's attachments are not overly disrupted, including ensuring that the employment of any temporary staff will not prevent children from receiving the continuity of care that they need. ('Guide to the children's homes regulations including the quality standards', page 51, paragraph 10.1)

In particular, build a stable staff team so that children can build and sustain good-quality relationships with the adults who care for them.

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

This is the home's first inspection since registration. The registered manager and responsible individual were absent from the home prior to the inspection. The manager and responsible individual have since returned to work and have begun to implement an action plan to address the shortfalls that were identified during this inspection.

Lack of experienced staff and lack of guidance in the absence of the manager have contributed to placement breakdowns for two of the three children who were admitted to the home. One child came from a sister home and successfully moved on to semi-independent living. There were no children living at the home at the time of this inspection.

Staff from sister homes have been working at this home to fill staffing vacancies. This means that children have not had the opportunity to build and maintain positive relationships with a stable, consistent staff team.

The children's health plans are sparse. They do not give the staff enough information about the children's health appointments and the outcomes of these. As a result, it is unclear if some children have attended routine health appointments. Immunisation and past medical conditions have not been recorded.

Therapists undertake an assessment of each child when they move into the home, and set targets. However, the records lack detail of these targets and information on how the

staff are to support the children to achieve these. This lack of detail makes it difficult to gauge children's progress.

Placement plans were not obtained by the home. The children had a 'My Plan' to create with the staff but these have not been completed. This makes it difficult for staff to find information and work with children consistently and in line with the placing authority's care plan.

Despite staff understanding how important it is to support the children to spend time with their families, contact plans are not clear. In addition, risk assessments have not been updated to help the staff to manage potential concerns. This led to a child going missing from the home.

Children have had regular house meetings. Staff used those meetings to gain the views, wishes and feelings of the children. The manager and the staff listen to and act on children's wishes.

Staff undertake key-work sessions with the children. The records of these meetings show the involvement of children. The meetings are child led and give the children the opportunity to talk about things that are worrying them.

How well children and young people are helped and protected: requires improvement to be good

The children's behaviour and risk management plans have not always been updated following incidents. This means that staff have not been working consistently with children to keep them safe.

Important records lack necessary details. For example, the rota and the log book do not include names and times of the staff working at the home. This means that it is difficult to see if the home is adequately staffed and could inhibit the ability to review records in the future, for example in response to a historical allegation.

The staff have actively searched for children when they have gone missing from the home. The children are welcomed back into the home. Staff offer them food and drink and give them the opportunity to discuss the incident. However, it was difficult to establish whether the children have return home interviews with their social workers within the required timescale, as no record is kept of social workers visiting the children.

Sanctions are fair and proportionate. Staff understand the importance of recognising children's positive behaviours and reward them when they have done something well. The children have been able to see that the staff recognise and celebrate their achievements.

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

The quality of leadership and management has been significantly impaired by the

absence of the manager and responsible individual. In their absence, management arrangements were ineffective.

Although comprehensive internal monitoring systems are in place, these have not worked in the absence of the manager. Consequently, the home has not been monitored effectively and, therefore, potential shortfalls have been missed.

Staff have undertaken all the organisation's mandatory training. However, no staff hold a relevant level 3 qualification, due to most of them being on probation or not having worked with children for over a year. This means that, apart from the manager, no staff are suitably qualified in working with children in residential care.

Supervisions for new staff have not always been undertaken in line with the organisation's policy. This means that new and inexperienced staff are not receiving the support and oversight that they need to carry out their complex roles.

The manager has a clear vision of how he plans to move the home forward. New staff are in the process of being recruited. The independent visitor detailed, in their latest report, the areas that need to be improved. The manager has implemented an action plan to address these shortfalls.

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: 2534827

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: Metropolitan House, 3 Darkes Road, Potters Bar EN6 1AG

Responsible individual: Sarah Love

Registered manager: Carl Evans

Inspectors

Trish Palmer, social care inspector

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