

# SC456330

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This privately run home offers care for up to four children who may have experienced neglect, abuse or trauma that has left them vulnerable. Four children were living at the home at the time of the inspection.

The manager registered with Ofsted in April 2022.

**Inspection dates: 27 and 28 August 2024**

|                                                                                           |             |
|-------------------------------------------------------------------------------------------|-------------|
| <b>Overall experiences and progress of children and young people,</b> taking into account | <b>good</b> |
|-------------------------------------------------------------------------------------------|-------------|

|                                                             |      |
|-------------------------------------------------------------|------|
| How well children and young people are helped and protected | good |
|-------------------------------------------------------------|------|

|                                           |             |
|-------------------------------------------|-------------|
| The effectiveness of leaders and managers | outstanding |
|-------------------------------------------|-------------|

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

**Date of last inspection:** 11 September 2023

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement      |
|-----------------|-----------------|---------------------------|
| 11/09/2023      | Full            | Good                      |
| 03/08/2022      | Full            | Good                      |
| 10/11/2021      | Full            | Good                      |
| 30/10/2019      | Interim         | Declined in effectiveness |

## Inspection judgements

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

Since the last full inspection, three children have moved into the home and one child has moved on. One child was visiting family and was spoken to on the phone during the inspection. The other three children were spoken to at the home.

Children are making progress from their individual starting points. Staff build trusted relationships with children which support their stability and permanence. One child who has returned to live with their family wrote a letter saying, 'I am so grateful for everything, I am so happy that by being here I have achieved my dream.'

Children attend school or receive online tuition that meets their educational needs. Children make steady progress in their learning. Staff celebrate and reward their achievements. When there are barriers to education, staff adapt their approach and create solutions that consider children's individual learning styles. This has meant that two children have been able to return to formal learning.

Children develop their independence skills. Four children have been able to increase the time they spend in the community. Children's plans are proportionate and carefully considered by staff and social workers. Two children have significantly developed their understanding of budgeting. Staff help them to take appropriate risks and implemented bespoke independence plans.

Children talk to staff and managers to raise concerns. They can identify staff members they are comfortable sharing their feelings with. One child said, 'The staff show us that they want us to be here.'

Staff support children to see family and other people who are important to them. This helps children who live far from home maintain connections and a sense of belonging.

The home is brightly decorated, with framed pictures of children and staff on display. There has been a lot of damage, and some areas are sparsely decorated as a result. The manager completes a regular review and takes effective action to ensure repairs to windows and soft furnishings are made quickly.

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

Staff understand children's high level of vulnerability and complex behaviours. They are provided with clear plans and strategies to guide their practice and keep children safe.

Some children experienced exploitation before arriving at the home. Staff receive training in understanding and supporting these children. Staff are supported to understand and identify concerns. They take quick and effective action to address any concerns.

Some children live a long way from their family home. The pull to be close to family and friends has influenced one child in going missing from the home. Staff search for the child and communicate effectively with relevant people and professionals to ensure their safe return. The manager has taken the child's views into account and spoken to multi-agency partners. Together, they have created a plan that balances the child's need for more independence with keeping them safe.

Since the last inspection, there have been concerns about the conduct of staff. Managers demonstrate that these concerns are taken seriously and have been investigated in accordance with safeguarding procedures. Leaders and managers consult and notify relevant people and provide reassurance to children. Two investigations remain ongoing, and interim arrangements are in place to ensure children's safety.

There were a high number of incidents earlier in the year that required police intervention and restraint to help safely manage behaviour. Staff said that calling the police is a last resort. When physical intervention is used, measures are proportionate and keep children safe. Children are offered time to reflect with managers on why restraint was necessary and how this felt. Learning from these conversations informs plans and staff practice. This has enabled staff to increase the use of restorative consequences and positive reinforcement. The number of incidents has reduced recently.

The records of measures of discipline do not consistently include the name of the person implementing the measure, which does not help the manager to identify trends.

### **The effectiveness of leaders and managers: outstanding**

The manager is experienced, qualified and highly ambitious about improving outcomes for children. She is supported by an experienced and competent deputy manager. Together, they provide effective oversight and drive an ambitious and aspirational culture at the home.

Leaders are unrelenting in the pursuit of excellent outcomes for children. They role model a therapeutic approach to supporting behaviour. The manager makes use of evidence-based theoretical frameworks to track children's progress. This informs children's plans and ensures that staff support is targeted and individualised. Managers identify when children have made measurable progress and share this with children and staff.

Managers have high aspirations for children. One child who previously did not take part in any learning activities is now considering further education at college.

Managers ensure that children are offered opportunities and holidays. Three children have recently enjoyed a trip to a caravan park at the coast; others have been to theme parks and an outdoor water-based activity centre. From their starting points, children have made remarkable progress in integrating into the wider community. This enhances children's life experiences and helps them to make positive childhood memories.

Managers know the strengths and weaknesses of the home well. Learning reviews take place after incidents and offer critical reflection. Action plans reflect the improvements needed to ensure that children's needs are met and their opportunities to succeed are maximised.

Managers evaluate staff's skills and understanding of children's needs and interests through regular practice exercises in supervision sessions and team meetings. When there are concerns, managers prioritise good practice through close monitoring. They reward and acknowledge staff's good practice, and address inconsistencies. This oversight helps to ensure children receive good-quality care from staff who know them well.

In consultation with children, leaders have introduced a creative approach to incentivising kind and positive behaviour. This, coupled with improvements in the quality of care provided to children, has contributed to a reduction in negative incidents and prevented further criminalisation of children.

Staff said that managers are approachable, supportive and inspiring. Social workers and an independent reviewing officer said that managers provide excellent communication. A child's family member said that they 'couldn't wish for a better place' for their child.

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

### **Recommendation**

- The registered person should ensure that all incidents of discipline and control are subject to systems of regular scrutiny. In particular, that each record accurately gives the names of those implementing the measure. ('Guide to the Children's Homes Regulations, including the quality standards', page 46, paragraph 9.36)

### **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people, 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:** SC456330

**Provision sub-type:** Children's home

**Registered provider:** Cambian Childcare Limited

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

**Responsible individual:** Marie Brodie

**Registered manager:** Melissa Marsh

## Inspector

Natalie Day, Social Care Inspector

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