

SC476270

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a large private provider. It is registered to provide care for up to five children. Children are likely to have emotional and behavioural difficulties and may have experienced trauma.

On the date of the inspection, the manager was not yet registered. They had, however, applied and attended their fit person interview. On 5 May 2023, the manager was deemed suitable and registered. Before this, there had been no registered manager since December 2019.

Inspection dates: 4 May 2023

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: 8 June 2022

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection:

On 26 July 2022, Ofsted carried out an assurance visit. Serious and widespread failures were identified in the protection of children and leadership and management and, as a result, a compliance notice under regulation 13 was issued.

Ofsted carried out monitoring visits on 14 September 2022 and 17 November 2022 to monitor the provider's progress in meeting the notice. Both visits found continued

shortfalls in the leadership and management of the home which had impacted on the safety of children, and compliance notices were issued again each time.

As a result of the continued shortfalls, Ofsted issued a restriction of accommodation notice on 22 November 2022, to prevent any further children moving into the home.

On 12 January 2023, Ofsted carried out a monitoring visit. This monitoring visit found improvements had been made, resulting in the compliance notice being met. Despite this, the leadership and management of the home remained unstable. This is because a manager had not been appointed and management oversight of the home was weak. As a result, the notice to restrict accommodation remained in place.

On 13 February 2023, Ofsted conducted a further monitoring visit to review the previous requirements and the restriction of accommodation notice. Staffing numbers were low and the home remained without a manager. As a result, Ofsted issued a restriction of accommodation notice for a second time.

A further monitoring visit was carried out by Ofsted on 27 March 2023 to monitor the provider's adherence to the restriction notice and progress in relation to the previous requirements issued. Improvements had been made to the leadership in the home. A new manager was in post and had applied to register with Ofsted. Improvements had been made to the care of children, although changes were in their infancy and staffing in the home remained unstable. As a result, some requirements were met but the restriction of accommodation notice remained in place.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/06/2022	Full	Requires improvement to be good
05/10/2021	Full	Requires improvement to be good
19/07/2021	Full	Inadequate
19/12/2019	Full	Outstanding

Inspection judgements

Overall experiences and progress of children and young people: good

One child lives in the home and has done so for a significant period of time. Two children have left the home since the last full inspection. Staff supported the transition for the child who left most recently to make sure they were prepared for the move. Staff communicated well with the child's new carers and the child was given reassurance throughout.

A restriction notice has been in place at the home since November 2022. The provider has adhered to the restriction notice, which means that no children have moved into the home.

Warm and nurturing relationships were observed between staff and the child during the inspection. This is despite a large number of staffing changes, which have impacted on the consistency of relationships for the child. The child said that they enjoy living here. The child's social worker said the child very much sees this as their home and that staff are approachable and communication is good.

Staff provide good educational support to the child and they attend school every day. The child's school said their attendance has improved over the past year and staff help with homework. Staff work with school to help the child overcome any educational barriers.

Managers have made improvements to how they seek the child's views and listen to them. Staff spend time talking to the child about what is relevant to them and their progress. This is helping the child to learn about keeping safe and relationships.

The child has opportunities to go out and enjoy different activities. For example, they go for a speed walk with staff or shopping or to the cinema and have started to spend more independent time away from home. However, staff are not helping the child to develop further interests in the community to support their wider social and emotional development.

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

Managers review incidents and provide staff with guidance to help them keep children safe. However, new information which has recently emerged about risks posed to the child is not captured in the written plans provided to staff. This has not resulted in any shortfalls in practice but it prevents staff from having the most up-to-date information in records.

The child has remained settled since the last inspection and, as a result, there has not been any use of restraint, or episodes of going missing or allegations for some time.

Staff supervision and engagement with the child to keep them safe online has improved. More recently, staff have started to use the home's therapeutic approach to develop trusting relationships with the child, to help them think about their online world and how to use social media safely. When concerns have been identified, these have been explored promptly by staff, and the child's social worker has been informed. This ensures the child's safety is prioritised.

Staff minimise effectively the risks of exploitation for the child. The manager is embedding the nurturing approach she expects staff to use with the child to help them become more aware of the risks. The manager has also sought input from other professionals such as police, who have also helped educate the child on the risks. This recent change has helped ensure there is a coordinated response between professionals to keep the child safe.

The manager is changing the approach to supporting positive behaviour. Consequences given to the child are proportionate and staff praise the child when they do something well. The child's voice is captured in records. This is reinforcing positive behaviour.

When staff have been recruited, managers ensure this is done in line with safer recruitment procedures, so that only skilled and safe staff are working with the child, as far as possible.

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

Leadership and management of the home are starting to stabilise. There has been no registered manager for several years and managers in that time have not registered. The current manager is starting to bring about positive change.

Despite improvements in the home's decor since the last full inspection, the environment still lacks warmth and personalisation. There are plans for redecoration of the home in the coming weeks to make it feel like a family space. The manager has a clear vision of how she wants to achieve this.

Since the last full inspection, staffing has been unstable and inconsistent. Managers are working hard to address this and to recruit a permanent team. Currently, the team consists of mainly new staff who are building their skills and experience. Staff feel well supported by the new manager.

Managers have provided staff with support, training and supervision to aid their induction. This has resulted in improvements to the way staff are caring for children. However, the home's therapeutic approach to care is not yet embedded and these changes to staff skills are new. Leaders recognise that staff need more guidance and learning opportunities to further improve the care.

Aspects of the child's care planning have drifted since the last full inspection. For example, the child has been waiting several years for specialist input from another

service. Managers have not ensured that requests for this support are followed up to get the child the help they need in a timely way. During the inspection, the manager recognised this shortfall. She has plans to improve the monitoring of care moving forward.

The new manager is starting to provide staff with a supportive environment. Staff receive regular reflective supervision and team meetings are now being used to give staff guidance on good practice. This is resulting in positive changes to the safeguarding practice in the home.

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
In meeting the quality standards, the registered person must, and must ensure that staff— seek to secure the input and services required to meet each child's needs. (Regulation 5 (b)) This specifically refers to the registered person ensuring that they escalate concerns effectively when there is drift in children receiving a service or assessment.	15 June 2023
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose. (Regulation 13 (1)(a)(b) (2)(a)) This specifically refers to the registered person ensuring that they continue to make improvements in how they develop the skills of staff to deliver the therapeutic approach.	15 June 2023

Recommendation

- The registered person should ensure that staff continually and actively assess the risks to each child and the arrangements in place to protect them. When there are safeguarding concerns for a child, managers should update their own internal written guidance to ensure staff have the most up-to-date information about

managing risk on a day-to-day basis. ('Guide to the Children's Homes Regulations, including the quality standards', page 42, paragraph 9.5)

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: SC476270

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: Jolanda Brookes

Registered manager: Harlie Sayer

Inspectors

Fiona Roche, Social Care Inspector
Nicola Lownds, Regulatory Inspection Manager

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