

SC476270

Cambian Childcare Limited

Monitoring visit

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 social needs and may have experienced trauma.

There has been no registered manager since December 2019. Managers have been in post since this time but have resigned without registering with Ofsted. The current manager applied to register but withdrew their application and is set to leave the home in January 2023. The responsible individual is in the process of recruiting another manager.

Inspection date: 12 January 2023

This monitoring visit

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

On 14 September 2022, Ofsted carried out a monitoring visit to monitor the progress made since the previous inspection. Some shortfalls remained and the compliance notice for regulation 13 was not met. A second compliance notice was issued for regulation 13.

On 17 November 2022, Ofsted carried out a monitoring visit to monitor the progress made since the previous inspection. While some progress was made, some shortfalls in relation to leadership and management were identified and the compliance notice for regulation 13 was not met for a second time. The manager had withdrawn her application to register. Other shortfalls were identified in relation to management of allegations, failure to supervise children resulting in them going missing from home and concerns about keeping children safe online. As a result, Ofsted issued a restriction of accommodation notice on 22 November 2022 to prevent any further

children moving into the home. A notice of proposal to cancel the registration was issued on 16 December 2022.

Two children were living in the home at the time of this inspection. Both children have lived here for a considerable amount of time. One child is due to move out soon and managers are working with the placing authority and the managers in the new home to support this move. No children have moved in, and there are no plans for any children to move in. The provider has adhered to the notice restricting accommodation.

Following the previous inspection, the responsible individual resigned and left the organisation. A new responsible individual now has management oversight of the care provided to children. They are an experienced and skilled responsible individual from within the organisation.

The current manager has been absent from her post for the majority of the period since the previous inspection in November 2022. The responsible individual is actively recruiting for a new manager and understands the importance of ensuring that they submit an application to register as soon as possible on their appointment.

Management arrangements are inconsistent. The acting deputy manager is currently in day-to-day charge of the home. This is an interim arrangement until a new manager is recruited. Management oversight is reinforced by other senior managers within the organisation who are supporting in the absence of a manager. This impedes the pace of progress leaders and managers are able to make.

The responsible individual has implemented an organisation improvement plan. She, alongside other senior managers supporting this home, identifies the priority areas for improvement and sets out how together they will make progress with these. These senior managers also monitor the quality of care provided to children. Regular audits are beginning to inform the improvement plan. The responsible individual recognises that developments are in their infancy. However, some progress has been made.

Despite the high presence of senior managers in the home, monitoring systems are still not always effective and consistent. In one example, a supporting manager from another home effectively reviewed the one restraint that has occurred since the previous inspection. They identified learning and areas for improvement. However, in another example, the acting deputy manager failed to review an incident record with the same rigor. On this occasion, some poor practice was not identified.

Consequences imposed on children are not always proportionate, recorded as a consequence or reviewed effectively by managers. For example, in the incident referred to above, a child's mobile phone was removed from them for one week. This consequence did not relate to the behaviour and was in addition to a restorative act already completed by the child immediately after the incident. Incident records

indicate children's devices are removed more often than what is recorded as a consequence. Managers are not identifying this.

Staff supervision of children online and monitoring of devices is starting to improve. When concerns have arisen, staff have taken appropriate action. Staff were aware of what they need to check and how. However, records of checks and concerns found are not always clear. In addition, when new information arises, written plans are not updated to reflect this as guidance for staff.

Children's daily routines have improved, and this is having a positive impact on their experiences. Both children attend school regularly. Children have not gone missing from home, and serious incidents have decreased. There has been no need to notify Ofsted of any serious event under regulation 40. The organisation's therapy team has assessed the children as making progress with their emotional health and well-being since they moved into the home.

Children and staff appear to have positive relationships. Staff were observed to be warm and caring towards children. Low-level niggles between children were handled naturally and with ease. Children appear to have improved boundaries, which they are responding to well. There have been no incidents of bullying. On the day of the inspection, children were looking forward to an evening at the circus.

Social workers spoke positively about the care provided to children. One social worker, in particular, felt this is the best place for their child and felt they had made good progress.

The lack of a consistent manager is apparent in the home. While the overall appearance of the home has improved, there are still other areas of improvement. For example, the kitchen window has frosted film on it as it overlooks the organisation's school attached to the home. There is a culture of storing some snacks in the office. Both of these things give off an institutional feel. The three spare bedrooms all require attention to bring them up to a suitable standard. However, with the notice restricting accommodation and a notice of proposal to cancel the home, this is not currently a priority.

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

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 leadership and management standard 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— understand 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 use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(f)(h)) This requirement was raised at the previous inspection and is restated.	24 February 2023
Behaviour management and discipline No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child. (Regulation 19 (1)) This specifically relates to the registered person ensuring that consequences are not excessive, recorded and reviewed.	24 February 2023
Appointment of manager	3 February 2023

The registered provider must appoint a person to manage the children's home if—

there is no registered manager in respect of the home; and

the registered provider—

is an organisation or a partnership;

does not satisfy regulation 28; or

is not, or does not intend to be, in day-to-day charge of the home.

If the registered provider appoints a person to manage the home, the registered provider must, without delay, give HMCI notice of—

the name of the person so appointed; and

the date on which the appointment takes effect.
(Regulation 27 (1)(a)(b)(i)(ii)(iii) (2)(a)(b))

This specifically relates to the registered person ensuring that reasonable steps are taken to appoint a manager and that they submit their application to register.

This requirement was raised at the previous inspection and is restated.

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: SC476270

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

Registered provider address: 5th Floor, Metropolitan House, 3 Darkes Lane,
Potters Bar EN6 1AG

Responsible individual: Jolanda Brookes

Registered manager: Post vacant

Inspectors

Nicola Lownds, Regulatory Inspection Manager

Mr Carl Wilton, Social Care Inspector

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