

SC476261

Cambian Childcare Ltd

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This home provides care and accommodation for up to five children aged between eight and 18 years with complex behaviours due to early childhood trauma. The home is privately owned.

The home has a registered manager who is currently completing his Level 5 diploma in leadership and management for residential childcare.

Inspection date: 29 January 2021

This monitoring visit

This children's home was judged requires improvement to be good at the full inspection in May 2019. An assurance visit took place in October 2020, at which no serious or widespread concerns were identified.

On 24 January 2021, a member of staff made an allegation regarding the practices of another member of staff. It is alleged that the member of staff pulled a child across the floor by the child's arms and held a bedroom door shut to prevent the child from leaving her room. Ofsted was notified of this allegation on 26 January 2021. In addition, there were concerns raised regarding the care arrangements for children in response to COVID-19 (coronavirus).

This visit was completed remotely due to the COVID-19 pandemic. The inspector considered a sample of documents provided via email, conducted an interview with the registered manager and gained feedback from the placing local authorities. At the time of this visit, there were four children living at the home. Serious and widespread shortfalls were identified in the leadership and management of the home and the protection of children.

The inspector identified that managers and staff failed to take swift and effective action in response to the allegation made against the member of staff on 24 January 2021. Staff did not follow their own policies and procedures or report concerns

quickly to managers and professionals. This delay had the potential to place children at additional risk. The child involved also made a complaint in relation to the incident and there was a delay in reporting and responding to this. As a result, the member of staff continued to work with the child despite the serious allegation against them.

Managers have failed to notify Ofsted of all serious incidents, such as allegations against members of staff. In November 2020, a member of staff turned up to work her night shift intoxicated with alcohol. Ofsted was not notified of this. A child made two allegations against different staff members. Ofsted was not notified of these. These shortfalls prevent Ofsted, as the regulator, from having sufficient oversight of the home to monitor it effectively.

Although risk assessments to keep children and staff safe are in place, they are not up to date and fail to identify all risk-taking behaviours. As a result, clear strategies are not in place for staff to follow to ensure that children are safeguarded.

In response to confirmed cases of COVID-19 within the home, managers made young children isolate in their bedrooms for 10 days, including eating their meals in their bedrooms. This was not included in children's care plans or risk assessments or agreed to by the placing local authority social workers. Documents indicate that staff were proactive in keeping young children in their bedrooms and children were provided with little activity to occupy them. As the children and staff were isolating together, there was no justification for such restrictions of movement for young children.

Staff do not always react to children's behaviours with a therapeutic response and, on occasions, staff responses are punitive. For example, on one occasion a member of staff suggested removing the light bulb from a child's bedroom in response to the child's behaviour, and the light bulb was indeed later removed. On another occasion, the same member of staff turned the light off in the hallway, in response to the child exposing herself. In addition, there is an allegation that one staff member held a child's door closed to prevent her from leaving her bedroom. There are other documented accounts of staff blocking doors with their body to keep children in their bedrooms.

The registered manager's oversight of recording and reporting is poor. The registered manager has failed to address the poor documentation or address practice-related issues highlighted in the documents. This means that poor staff practice has remained unchallenged.

The registered manager has failed to ensure that there is an accurate roster in place that records planned and actual hours worked. This oversight means that these documents cannot be relied upon to identify when staff have been at work.

Managers have failed to ensure that staff receive the support that enables them to meet children's complex needs. For example, staff have not received regular

supervision in line with the home's policy. This includes new staff who are on probation. This oversight means that staff performance has not been reviewed.

Managers have failed to ensure that all staff complete key training, such as around infection control, responding to complaints, first aid, fire safety, conflict management, safeguarding children and learning disability awareness. In addition, not all staff have been trained in the home's therapeutic model. All children in the home have a range of complex needs, and staff have not received additional training to meet these significant needs. This means that staff lack the knowledge to meet the specific needs of young people placed in their care.

Managers have not led or managed the home in a manner that is consistent with the aims outlined in the statement of purpose. For example, managers have not demonstrated that the care being delivered meets the individual needs of the children or promotes their safety and welfare. In addition, the registered manager has failed to provide Ofsted with an updated statement of purpose within expected time frames.

The registered manager has not ensured that all physical interventions are recorded as such. This means that there is no oversight of their appropriateness or effectiveness. This places children at risk.

Since the assurance visit in October 2020, the experienced deputy manager has been redeployed to work in another home. This has left a relatively new and inexperienced staff team. Two members of staff are on probation, one member of staff is on a 'no lone working' arrangement due to allegations and another member of staff is currently off sick. Only the registered manager and two members of the staff team have the Level 3 diploma in childcare. The registered manager has frequently covered shifts on the rota, which raises concerns regarding staff sufficiency at the home. In addition, there are no waking night staff, despite children displaying unsettled and challenging behaviours into the night. As a result, staff are not able to have sufficient sleep.

Following this visit, nine requirements have been raised. In addition, two compliance notices have been issued under regulation 12 (the protection of children standard) and regulation 13 (the leadership and management standard).

Recent inspection history

Inspection date	Inspection type	Inspection judgement
13/05/2019	Full	Requires improvement to be good
18/09/2018	Full	Good
05/03/2018	Interim	Declined in effectiveness
05/12/2017	Full	Good

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>The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home's statement of purpose;</p> <p>ensure that staff—</p> <p>treat each child with dignity and respect;</p> <p>provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background;</p> <p>provide to children personal items that are appropriate for their age and understanding.</p> <p>(Regulation 6 (1)(a)(b) (2)(a)(b)(iii)(iv)(viii))</p> <p>This specifically relates to staff providing individual care to children, treating children with respect and delivering care in line with the statement of purpose.</p>	15 March 2021
<p>*The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p>	28 February 2021

<p>that staff—</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1) (2)(a)(iii)(v)(vi)(vii))</p> <p>This relates to staff understanding and implementing each child's risk assessment, and ensuring that risk assessments are up to date and accurate and that staff take swift and effective action when there is a concern.</p>	
<p>*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home has sufficient staff to provide care for each child</p> <p>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;</p>	<p>28 February 2021</p>

<p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(c)(d)(f)(h))</p> <p>This relates to the manager ensuring that staff deliver care in line with the statement of purpose, that staff are appropriately skilled to meet the needs of children and that there are effective monitoring systems in place.</p>	
<p>The registered person must—</p> <p>keep the statement of purpose under review and, where appropriate, revise it; and</p> <p>notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (3)(a)(b))</p> <p>This specifically relates to ensuring that the statement of purpose is kept up to date and shared with Ofsted within the required time frames.</p>	28 February 2021
<p>The registered person must ensure that—</p> <p>the privacy of children is appropriately protected;</p> <p>children can access all appropriate areas of the children's home's premises; and</p> <p>any limitation placed on a child's privacy or access to any area of the home's premises—</p> <p>is intended to safeguard each child accommodated in the home;</p> <p>is necessary and proportionate;</p> <p>is kept under review and, if necessary, revised; and allows children as much freedom as is possible when balanced against the need to protect them and keep them safe. (Regulation 21 (a)(b)(c)(i)(ii)(iv))</p> <p>This specifically relates to ensuring that children have no unnecessary restriction placed upon them, and any restrictions are care-planned, risk-assessed and reviewed regularly.</p>	28 February 2021

<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b))</p> <p>This relates to ensuring that all staff receive supervision in line with the home's policies.</p>	<p>28 February 2021</p>
<p>The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>the name of the child;</p> <p>details of the child's behaviour leading to the use of the measure;</p> <p>the date, time and location of the use of the measure;</p> <p>a description of the measure and its duration;</p> <p>details of any methods used or steps taken to avoid the need to use the measure;</p> <p>the name of the person who used the measure ("the user"), and of any other person present when the measure was used;</p> <p>the effectiveness and any consequences of the use of the measure; and</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> <p>within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")—</p> <p>has spoken to the user about the measure; and</p> <p>has signed the record to confirm it is accurate; and</p>	<p>15 March 2021</p>

<p>within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure.</p> <p>(Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)(iv))</p> <p>This refers specifically to the staff use of de-escalation techniques, the recording of any physical interventions and the manager's evaluation of the effectiveness of each intervention.</p>	
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children's home.</p> <p>The registered person must—</p> <p>maintain in the home the records in Schedule 4;</p> <p>ensure that the records are kept up to date; and</p> <p>retain the records for at least 15 years from the date of the last entry.</p> <p>(Regulation 37 (1) (2)(a)(b)(c))</p> <p>This specifically relates to the need for the home to maintain an accurate staff roster for hours worked.</p>	15 March 2021
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>here is any other incident relating to a child which the registered person considers to be serious.</p> <p>(Regulation 40 (4)(c)(d)(e))</p> <p>This specifically relates to the provider ensuring that Ofsted is notified promptly of incidents.</p>	28 February 2021

*These requirements are subject to a compliance notice.

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: SC476261

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

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

Responsible individual: Clare Hadfield

Registered manager: Ian Gibson

Inspector

Debbie Holder, Social Care Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit

www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2021