

1159868

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This children's home provides care for up to three children and young people who may have some emotional and/or behavioural difficulties. The registered manager has been in post since December 2019.

Due to COVID-19 (coronavirus), at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 18 and 19 March 2021 to carry out a monitoring visit. The report is published on the Ofsted website.

Inspection dates: 20 to 21 April 2021

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and young people's welfare is not promoted and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 5 December 2019

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection:

On 23 and 24 January 2021, a monitoring visit took place due to increased concerns in respect of the arrangements to safeguard children. Following this visit, one

compliance notice was issued. The compliance notice related to Regulation 13: the leadership and management standard.

On 18 and 19 March 2021, a monitoring visit took place to review the compliance notice. Inspectors found that leaders and managers had failed to take sufficient action to comply with the one compliance notice issued following the monitoring visit on 23 and 24 January 2021. Following this visit, two compliance notices were issued. These compliance notices related to Regulation 13: the leadership and management standard and Regulation 6: the quality and purpose of care standard.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/12/2019	Interim	Sustained effectiveness
02/04/2019	Full	Good
21/08/2018	Full	Requires improvement to be good
23/03/2018	Interim	Improved effectiveness

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Leaders and managers have repeatedly failed to ensure that the home is providing the care and support outlined in its statement of purpose.

Leaders and managers have failed to communicate effectively with other agencies, demonstrate oversight and provide care for children in line with their plans. Professionals spoke of the lack of professionalism by a member of staff and the registered manager during a meeting and weekly reports continuing to be of a poor quality.

Leaders and managers have repeatedly failed to prioritise children's appointments. As a result, one child has continued to miss several important meetings that relate to their mental health and education.

Leaders and managers have not ensured that all the children are provided with good routines. For example, two children continue to spend long periods in their bedrooms and sometimes do not get out of bed until the afternoon. This means that their ability to engage in meaningful education and activities is compromised. One child, who has lived in the home for four years and who was once in formal education, is now no longer accessing education or training opportunities.

Leaders and managers have failed to ensure that all parts of the home are kept in a homely and safe condition. For example, a communal room that is allocated as a study space for the children was found by the inspector to be untidy: a child's underwear was found in the computer desk drawer and the room was unsafe as a cigarette lighter lay on the floor and it was cluttered. This room is therefore not conducive to learning. It was apparent during this visit that neither the registered manager nor staff recognised the poor condition of the room.

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

Leaders and managers have failed to prevent one child from going missing. Since the monitoring visit in March 2021, there has been an increase in the times this child has been reported missing. There is growing evidence from the records kept that this child is vulnerable to criminal exploitation.

Children and young people have up-to-date risk assessments. However, the registered manager has failed to demonstrate an understanding of the potential risks in relation to a member of staff's dog spending long periods of time in the home.

Staff rarely use physical interventions. However, on the one occasion that physical intervention has taken place, the registered manager had failed to review and quality-assure the record.

Leaders and managers have failed to ensure that all staff follow safeguarding procedures. Several management investigations remain in progress, two of which relate to staff breaching confidentiality and an allegation that a member of staff gave a child a cigarette.

The effectiveness of leaders and managers: inadequate

Leaders and managers have failed to take sufficient action to comply with the two compliance notices issued following the monitoring visit on 18 and 19 March 2021.

Leadership and management of the home is fragile. This is because since the monitoring visit on 18 and 19 March 2021, the registered manager has failed to lead the staff team strategically and dynamically. As a result, there is a lack of cohesion within the team. Staff spoke of being confused and the office being disorganised because of a lack of leadership on the part of the registered manager.

Not all staff are confident in how they practise. This is despite staff undertaking training since March 2021. The inspector observed staff appearing confused in how to respond to requests made by the registered manager. It was of concern that one member of staff failed to consider how a child might feel from reading what was a potentially offensive quote on a communal board.

There remain several ongoing management investigations that include the registered manager and several staff. These include allegations and counter-allegations about poor staff practice, safeguarding and weak, ineffective leadership.

The registered manager has continued to make assumptions that delegated tasks are completed when this is not the case. As a result, children's appointments have been missed, a reviewed pocket money template is confusing and unfair, and children's progress reports continue to be shared with professionals without management oversight.

Members of the senior leadership team have met with Ofsted and are aware of the serious and widespread failings. They have taken immediate action to assure themselves with the current leadership and management of the home, and they have provided assurances to Ofsted in the form of an action plan. Seven requirements, two of which are compliance notices made at the monitoring visit in March 2021, will remain in place. This is because of the insufficient evidence to demonstrate that they have been met. Ofsted will continue to monitor the actions taken by the provider.

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 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> <p>that staff—</p> <p>assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;</p> <p>help each child to understand how to keep safe;</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;</p> <p>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;</p> <p>that the effectiveness of the home's child protection policies is monitored regularly.</p> <p>(Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)(e))</p>	31 March 2021

<p>The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children's home.</p> <p>In particular, the registered person must ensure that—</p> <p>medicines kept in the home are stored in a secure place so as to prevent any child from having unsupervised access to them. (Regulation 23 (1) (2)(a))</p>	<p>31 March 2021</p>
<p>The registered person may only use devices for the monitoring or surveillance of children if—</p> <p>the monitoring or surveillance is for the purpose of safeguarding and promoting the welfare of the child concerned, or other children;</p> <p>the child's placing authority consents in writing to the monitoring or surveillance;</p> <p>so far as reasonably practicable in the light of the child's age and understanding, the child is informed in advance of the intention to do the monitoring or surveillance; and</p> <p>the monitoring or surveillance is no more intrusive than necessary, having regard to the child's need for privacy. (Regulation 24 (1)(a)(b)(c)(d))</p>	<p>31 March 2021</p>
<p>The registered person must ensure that all employees—</p> <p>undertake appropriate continuing professional development;</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(a)(b))</p>	<p>31 March 2021</p>
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>a child protection enquiry involving a child—</p> <p>is instigated; or</p> <p>concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p>	<p>31 March 2021</p>

<p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(b)(d)(i)(ii)(e))</p>	
<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>understand and apply the home’s statement of purpose;</p> <p>protect and promote each child’s welfare;</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>help each child to understand and manage the impact of any experience of abuse or neglect;</p> <p>help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably;</p> <p>provide to children personal items that are appropriate for their age and understanding; and</p> <p>make decisions about the day-to-day arrangements for each child, in accordance with the child’s relevant plans, which give the child an appropriate degree of freedom and choice;</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p>	<p>16 March 2021</p>

<p>meet the needs of each child. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(iv)(v)(vi)(vii)(viii)(ix)(c)(i))</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 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 work as a team where appropriate;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home’s workforce provides continuity of care to 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>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>research and developments in relation to the ways in which the needs of children are best met; and</p> <p>feedback on the experiences of children, including complaints received; and</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)(b)(c)(e)(f)(g)(i)(ii)(h))</p>	<p>16 March 2021</p>

* These requirements are subject to a compliance notice.

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: 1159868

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

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

Responsible individual: Nicola McClements

Registered manager: Heidi Hopkins

Inspector

Linda Bond, Social Care Inspector

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