

# 1159397

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 and managed by a private provider. Care is provided for up to three children aged between 11 and 18 years. The home provides a therapeutic 12-month programme for children who have experienced, or are at risk of, sexual exploitation.

The home registered in March 2016. The manager's position is vacant.

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 7 October 2020 to carry out a monitoring visit. The report is published on the Ofsted website.

### Inspection dates: 11 and 12 August 2021

**Overall experiences and progress of children and young people, taking into account** **requires improvement to be good**

How well children and young people are helped and protected **requires improvement to be good**

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

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of last inspection:** 30 September 2019

**Overall judgement at last inspection:** sustained effectiveness

**Enforcement action since last inspection:** none

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
30/09/2019	Interim	Sustained effectiveness
08/04/2019	Full	Requires improvement to be good
15/01/2019	Interim	Declined in effectiveness
13/06/2018	Full	Requires improvement to be good

## Inspection judgements

### **Overall experiences and progress of children and young people: requires improvement to be good**

Children do not have consistently good experiences of care. The children have good relationships with some staff who they know well. However, the frequent staff changes prevent the children from building good relationships with all the staff. One child reported feeling sad when staff keep leaving.

Routines for the children are not consistently implemented. This results in children feeling unsettled and then displaying challenging behaviours. New routines are in place and incidents of challenging behaviour are reducing. The new routines create opportunities for the children to enjoy positive activities with the staff. Activities include trips out to the local parks, theme parks, restaurants and shops. These activities help to boost children's social confidence and improve their life experiences.

Children are provided with the opportunity to improve their educational outcomes. All children now access the school which is owned and operated by the provider. The children's timetables are tailored to their personal needs. Attending education helps children to develop their social skills and knowledge and supports them to learn important skills for later life.

Children benefit from improved emotional well-being as they are supported well to work with specialist mental health professionals. The provider's own clinical team delivers ongoing mental health support to the children. For those children who need additional help, support is sought from external services to ensure that their complex needs are addressed. The staff encourage the children to lead healthy lifestyles. Healthy diets are promoted, and children significantly reduce their smoking habits.

The children maintain a sense of identity. Contact with their families and friends is prioritised. The staff support the children to visit their families and enjoy trips out with their friends.

### **How well children and young people are helped and protected: requires improvement to be good**

One child's risk assessment is not up to date. In relation to self-harm, the risk assessment does not reflect what is happening in practice. The lack of up-to-date information means that children receive different responses from staff when they are in crisis.

Approaches to managing children's behaviour are not consistent across the staff team. These inconsistencies result in boundaries being moved, children becoming confused and some children feeling like things are not always fair. The acting

manager and the responsible individual recognise the need to improve this, and this topic is on the agenda for the next team meeting.

The children complete work to help them to understand how to keep safe. As a result, some risks reduce. For example, children who were going missing from home regularly have now stopped this behaviour.

The staff complete training to enable them to understand how to keep the children safe. The training they complete includes sexual exploitation, safeguarding practice, and how to manage self-harm. However, two staff have not completed training to enable them to use ligature cutters correctly. The lack of training hinders the staff's ability to support children in a ligature emergency.

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

The registered manager and deputy manager have recently left. The responsible individual and an acting manager are providing interim oversight. Work is ongoing to recruit a new registered manager and deputy manager. The change in management and a high staff turnover create instability and uncertainty for the children and for the staff team.

Due to the recent instability, some aspects of management oversight are not consistent. Managers are not yet fully clear on their shared role. The lack of consistent management oversight leaves staff without an understanding of clear expectations of practice, and results in children receiving a varying quality of care.

The staff have not always received regular supervision. The responsible individual has now improved supervision practice. The new practice is starting to embed. The introduction of on-the-spot supervision provides additional help for new members of staff. Due to the recent staffing issues, there have been no opportunities to meet as a team and develop practice. Plans are in place for team meetings to start again.

The children receive the specialist support they need. Good communication with professionals such as psychologists and social workers allows information to be shared effectively. The managers ensure that the support children receive is meeting their complex needs.

The home is not managed as described in its statement of purpose. The children are not always receiving the highest levels of care and support from a stable staff team.

## 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. (Regulation 12 (1) (2)(a)(i))</p>	<p>15 October 2021</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>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 has sufficient staff to provide care for 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</p>	<p>15 October 2021</p>

child and use this understanding to inform the development of the quality of care provided in the home. (Regulation 13 (1) (2)(a)(b)(c)(d)(e)(f))	
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## **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:** 1159397

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

**Registered provider:** Cambian Childcare Limited

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

**Responsible individual:** Paul O'Neill

**Registered manager:** Post vacant

## Inspector

Jamie Richardson, Social Care Inspector

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