

# 1258091

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home is privately owned. It is registered to provide care for up to five children who have suffered early life trauma.

There is a registered manager in post.

We last visited this setting on 23 September 2021 to carry out a monitoring visit. The report is published on the Ofsted website.

### Inspection dates: 16 and 17 November 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:** 4 August 2021

**Overall judgement at last inspection:** inadequate

### Enforcement action since last inspection:

Following the last full inspection, two compliance notices were issued, under regulations 10 (the health and well-being standard) and 12 (the protection of children standard).

On 23 September 2021, Ofsted undertook a monitoring visit. The purpose of the visit was to review the provider's progress. The provider had taken enough action to meet the compliance notice under regulation 12. However, concerns remained in relation to children's health and well-being. The inspector found that the notice in relation to regulation 10 was not met. Therefore, this notice was reissued.

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
04/08/2021	Full	Inadequate
08/05/2019	Full	Good
31/07/2018	Interim	Declined in effectiveness
11/04/2018	Full	Good

## Inspection judgements

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

During this inspection, the inspector found that sufficient action had been taken to meet the compliance notice in relation to regulation 10 (the health and well-being standard).

Four children live in the home. Since the last inspection, one child has moved to foster care. The manager ensured that the child's transition was well planned and supported. They also arranged for the children in the home to spend time together to say goodbye. This helped the child to experience a positive transition from the home.

Most children say they are happy living in the home. However, one child said it was 'better than nothing'. This child also said they liked their bedroom, the staff and that living at the home was 'getting there'.

Relationships between staff and children are warm and nurturing. They reciprocate affection towards one another. Children naturally seek reassurance and comfort from staff. As a result, children form trusting relationships with staff. This helps them to feel safe and secure.

Children have positive relationships with one another. They enjoy spending time together dancing, singing and playing. They know each other's interests, likes and dislikes. These positive sibling-like relationships help children to develop empathy and social skills.

Staff support children to be assertive and to express their wishes and feelings. As a result, some children are more confident in their interactions with professionals. For example, they have been able to express their views during meetings. This has helped professionals to consider how they can best support children, such as arranging safe ways for them to keep in touch with their family members.

All children are making good progress with their education. One child has recently started secondary school. This is excellent progress given this child's starting point. Their social worker said to the inspector, 'They [staff] clearly know her really well.' They added, 'She [child] feels really comfortable and happy in their care.'

One child's headteacher told the inspector that the child had holes in their trousers. They also said that the child's shoes were in poor condition. They said they had informed the registered manager, yet the manager was not aware. During the inspection, the inspector saw the poor condition of this child's clothing. Senior managers purchased new shoes and clothing immediately during the inspection.

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

Staff do not all have the skills to manage and de-escalate children's behaviours effectively. For example, during one incident, a child was throwing a toy around the room. The staff member responded by throwing the toy out of the room. This escalated the incident further and resulted in the child being physically restrained. It is not clear in the recording why the member of staff resorted to this action or what de-escalation took place.

The recording of another incident described staff blocking a child's movements. This means that children sometimes feel frustrated and scared. As a result, they display behaviours which present as a challenge for staff.

A critical review of the use of physical restraint in the home has been undertaken. This identifies concerns about the inability of staff to de-escalate children's behaviours effectively. As a result, there is a plan in place to develop staff skills. This includes further training around the use of de-escalation and therapeutic techniques. However, the effectiveness of this is not yet known.

Risk assessments are up to date. They outline clear strategies for staff to follow to keep children safe. Since the last full inspection, all staff have completed safeguarding training. This includes training around reporting and recording safeguarding concerns. As a result, staff are now responding to allegations appropriately. The manager communicates with relevant professionals. Debriefs with children take place quickly. This helps children to feel listened to and protected, in particular, when they raise concerns about how they are being cared for.

The registered manager's oversight and monitoring of safeguarding has improved. However, they sometimes add reports of shortfalls to the records of incidents in handwriting, which is not always legible. The learning from these shortfalls is not disseminated to the wider staff team. This is a missed opportunity to further improve staff practice.

There has been an increase in children disclosing historical trauma. The manager has responded appropriately to ensure that children feel safe and reassured. They are also liaising with professionals and escalating their concern when necessary. Professionals identified communication as one of the manager's strengths.

The registered manager could not demonstrate that the external agency commissioned to provide the independent visitor to the home have safely recruited them.

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

The home has experienced significant changes in the senior management team. The responsible individual remains absent from work. The home receives support from an assistant regional manager and a quality assurance manager. They have taken effective action to rectify shortfalls identified at the last inspection. This includes the oversight and monitoring of the home and the care children receive.

However, the care children receive is not in line with the home's statement of purpose. Children are not receiving therapeutic care. Neither is it evident there is clinical input in the home. One professional said there had been a delay in one child receiving therapy. They also said they were unclear what therapeutic intervention was taking place. This is not in line with this child's care plan.

The provider has undertaken a critical review of one child's placement. This included a review of how managers and staff meet children's health needs. This is reflective and identifies many lessons learned. The inspector found improvements in the storing, administering and recording of medication. Health plans are now regularly reviewed and updated. These plans consider all aspects of children's health and medical needs.

The manager has reviewed each child's placement plan. They also encourage staff to reflect on children's well-being at every opportunity, for example, during handovers and team meetings. As a result, the quality of the care children receive has started to improve.

Managers have a good understanding of the areas for development in the home. They are passionate about driving forward improvements. The registered manager is more confident at challenging shortfalls in staff practice. For example, during team meetings, they challenge the views of staff. This encourages staff to be more empathic in their approach, in particular when recording information about children.

Staff supervision is taking place regularly, the frequency and quality of which is much improved. For example, the manager discusses the progress of every child living in the home. Each member of staff has received an appraisal and has a development plan.

Since the last inspection, managers have reviewed the quality of care report. However, the effectiveness of the actions set from this review are not yet known.

## 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>understand and apply the home’s statement of purpose;</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 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.</p> <p>(Regulation 6 (1)(a)(b) (2)(a)(b)(i)(iv)(vii)(viii))</p> <p>This specifically refers to leaders and managers ensuring that the care children receive is in line with the home’s statement of purpose. Furthermore, they must ensure that children are provided with good-quality clothing and footwear.</p>	<p>19 January 2022</p>
<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p>	<p>19 January 2022</p>

<p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>meet each child’s behavioural and emotional needs, as set out in the child’s relevant plans;</p> <p>encourage each child to take responsibility for the child’s behaviour, in accordance with the child’s age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child’s behaviour and ensure that the child understands those expectations in accordance with the child’s age and understanding;</p> <p>strive to gain each child’s respect and trust;</p> <p>understand how children’s previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children;</p> <p>de-escalate confrontations with or between children, or potentially violent behaviour by children.</p> <p>(Regulation 11 (1)(a)(b)(c) (2)(a)(i)(iii)(iv)(v)(viii)(ix)(xi))</p> <p>This specifically refers to the registered manager ensuring that staff develop the skills to de-escalate children’s behaviours without implementing a physical restraint. They should also help staff understand the reasons why children display behaviours which may present as a challenge to them.</p>	
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety.</p>	<p>19 January 2022</p>

<p>The registered person may only—</p> <p>employ an individual to work at the children’s home; or</p> <p>if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home,</p> <p>if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</p> <p>the individual is of integrity and good character;</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.</p> <p>(Regulation 32 (1) (2)(a)(b) (3)(a)(b)(c)(d))</p> <p>This specifically refers to the manager being able to demonstrate that external agencies undertake checks that are compliant with safer recruitment.</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>details of the child’s behaviour leading to the use of the measure;</p> <p>details of any methods used or steps taken to avoid the need to use the measure.</p> <p>(Regulation 35 (3)(a)(ii)(v))</p> <p>This refers specifically to the registered manager ensuring that staff clearly record the use of de-escalation techniques and the context of any incident which involves a physical restraint.</p>	<p>19 January 2022</p>

<p>This requirement was made at the last inspection and is restated.</p>	
<p>The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months.</p> <p>In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating—</p> <p>the quality of care provided for children;</p> <p>any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children.</p> <p>(Regulation 45 (1) (2)(a)(c))</p> <p>This specifically relates to the manager ensuring that the quality of care review effectively evaluates the care children receive. In addition, that clear actions are identified to rectify any shortfalls in order to improve the care children receive.</p> <p>This requirement was made at the last inspection and is restated.</p>	<p>19 January 2022</p>

## Recommendation

- The registered person should ensure that all records in the home are legible to the reader. ('Guide to the children's homes regulations, including the quality standards', page 62, paragraph 14.4)

## 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:** 1258091

**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:** Clare Hadfield

**Registered manager:** Bethany Sutherland

## Inspector

Sarah Berry, Social Care Inspector

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