

1257796

Registered provider: Cambian Childcare Limited

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a private company. It provides care for up to 12 children with ongoing mental health needs who may not be able to live in the community without continued support.

There is a separately registered school on site. The inspectors only inspected the social care provision.

The registered manager left the home in October 2024.

Inspection date: 20 October 2025

Date of last inspection: 14 April 2025

Judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Information about this inspection

At this inspection, the inspectors evaluated:

- the care of children
- the safety of children
- the effectiveness of leaders and managers.

Inspectors have looked closely at the experiences and progress of children, using the social care common inspection framework. This assurance 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'.

Findings from the inspection

We identified the following serious and widespread concerns in relation to the care and protection of children at this assurance inspection:

- Physical assault between children that has not been risk assessed effectively to minimise incidents occurring again.
- Poor risk assessments that do not include all known and emerging risks.
- Weak oversight from leaders and managers, meaning that poor practice has gone unchallenged.

Children have experienced harm due to weak and inconsistent management oversight, poor staff supervision and ineffective safeguarding practices. Inconsistent leadership has left children vulnerable and staff practice has led to repeated harm. There are immediate risks to the safety and well-being of the children living in the home. Consequently, Ofsted imposed a restriction of accommodation notice and issued compliance notices following the inspection.

Despite high staffing levels, children have been left unsupervised and involved in serious incidents, including physical assault and physical harm. Staff failed to follow risk management plans, intervene appropriately or escalate concerns. There is no evidence that leaders and managers have explored how these incidents occurred or addressed staff practice. This lack of oversight led to further harm to a child following an initial incident.

Although the manager is undertaking a critical review of the most recent incident, this remains incomplete. There is no evidence that staff on shift have been spoken to in order to ensure accountability. The lack of robust risk assessment and insufficient challenge to staff practice has resulted in children continuing to spend time together in unsafe circumstances, leading to further harm.

Staff are provided with clear guidance to follow when children self-harm, underpinned by sound psychological reasoning. However, staff do not consistently follow these procedures. In one serious incident, staff failed to call emergency services as directed, and leaders and managers did not identify this failure. This lack of oversight placed the child at further risk of harm.

Risk assessments do not take into account all known and emerging risks for children. For example, one child is at high risk of sexual exploitation, yet assessments fail to address how social media and phone use contribute to this risk or guide staff on how to manage it day to day. Risk assessments are not routinely updated following significant incidents, meaning staff lack vital information about children's behaviours and needs. Additionally, assessments do not reflect children's neurodiversity, leaving staff without the necessary guidance to communicate effectively with children when they are distressed.

Staff do not intervene effectively during serious incidents, resulting in significant harm to children. In one case, a child used piercing equipment on another child after barricading themselves in a room, despite staff having access to a second entry point. The injured child required a general anaesthetic to remove the piercing. In a separate incident, staff failed to prevent a child from tattooing themselves. These failures demonstrate that staff do not understand or act on the expectations placed on them to keep children safe.

Staff use a behaviour management approach referred to as 'lockdown', which involves locking doors to separate children within the building. There is no clear guidance on who can authorise this or when it should be used, leading to inconsistent practice and the potential for children to be unnecessarily deprived of their liberty.

While referrals to safeguarding partners are generally timely, staff failed to report a serious allegation made by a child in front of them, and the manager did not identify this from the incident report.

Management oversight is weak, with leaders failing to identify poor staff practice, gaps in risk assessments and ineffective handovers, including those related to serious incidents that resulted in harm to children. For instance, staff did not alert leaders and managers effectively regarding the incident involving the piercing equipment and resultant harm to two children, and leaders and managers equally failed to identify what happened and act on it.

Leaders and managers have not responded effectively to issues raised by children and a social worker in independent visitor reports. There is no chronology of action taken or outcomes. Concerns are not being identified and are not being dealt with adequately.

When the manager is absent, there are no suitable alternative management arrangements in place and notifications to Ofsted have been significantly delayed. This reduces the ability of Ofsted to maintain thematic and regulatory oversight of incidents and respond accordingly.

Children have low attendance at the on-site school. It is difficult to ascertain how staff are supporting children to improve this. A member of staff advised that routines are still being embedded in the home.

Staff respond appropriately to children when they are missing. Staff follow the children and report them missing to police when needed. This helps to keep children safe when they are not in the home.

Multi-agency meetings take place when necessary. This ensures that all relevant individuals are involved in decision-making about the children.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/04/2025	Full	Requires improvement to be good
03/04/2024	Full	Good
16/01/2024	Full	Good
13/12/2022	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, The 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 protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— 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; have the skills to identify and act upon signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; 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. (Regulation 12 (1) (2)(a)(i)(iii)(iv)(v)(vi)(b)) The registered person must ensure that: ■ risk assessments contain thorough, up-to-date information about known and emerging risks and vulnerabilities	16 November 2025

■ risk assessments provide staff with clear strategies on how to support children when they exhibit unsafe behaviour, and that appropriate action is taken to help reduce risks ■ risk assessments include details of neurodiversity and best ways for staff to communicate with children to help them in unsafe situations ■ managers and staff understand the requirements and expectations in fulfilling risk assessments and self-harm checklists ■ staff read risk assessments and acknowledge the information contained within them ■ arrangements for locking internal doors are made clear to staff. This requirement was raised at the last inspection and is restated.	
*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— 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. 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; demonstrate that practice in the home is informed and improved by taking into account and acting on—	16 November 2025

feedback on the experiences of children, including complaints received; and 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)(h)(f)(g)(ii)(h)) In particular, the registered person must ensure that: ■ systems are in place to enable effective management oversight of the home, including during periods when the manager is away from the home ■ poor staff practice is responded to immediately to minimise the likelihood of such practice occurring again ■ when concerns are raised, for example by children and social workers, that these are identified and responded to and that there is appropriate evidence in place to evidence the action taken and outcomes. This requirement was raised at the last inspection and is restated.	
*The care planning standard is that children— receive effectively planned care in or through the children's home; and have a positive experience of arriving at or moving on from the home. (Regulation 14 (1)(a)) In particular: Leaders and managers must implement a more effective system to understand the combined risks of children living together. This requirement was raised at the last inspection and is restated.	16 November 2025
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure—	16 December 2025

that staff— help each child to achieve the child’s education and training targets, as recorded in the child’s relevant plans; understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers; help each child to attend education or training in accordance with the expectations in the child’s relevant plans. (Regulation 8 (1) (2)(a)(i)(iii)(x)) This requirement was raised at the last inspection and is restated.	
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*These requirements are subject to a compliance notice.

Recommendation

- The registered person should have a system in place so that all allegations of abuse are notified to Ofsted within 24 hours. ('Guide to the Children’s Homes Regulations, including the quality standards', page 63, paragraph 14.13)

Children's home details

Unique reference number: 1257796

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: 4th Floor, Parkview, 82 Oxford Road, Uxbridge UB8 1UX

Responsible individual: Michael Coleman

Registered manager: Post vacant

Inspectors

Hannah Phillips, Social Care Inspector

Sarah Orriss, Social Care Inspector

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