

2707907

Registered provider: Cambian Childcare Limited

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is privately owned. It provides care for up to 5 children who experience mental health difficulties and may not be able to live in the community without ongoing support. At the time of this inspection, 5 children were living at the home.

The registered manager left in February 2025. A new manager is in post. She has applied to register with Ofsted.

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

Inspection date: 19 January 2026

Date of last inspection: 8 September 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 did not identify any serious or widespread concerns in relation to the care or protection of children at this assurance inspection.

Since the full inspection, 2 children have moved out of the home, and 3 children have moved in. Three children participated in this inspection.

Managers have responded to safeguarding allegations appropriately. One member of staff was suspended, and another had a detailed investigation regarding their practice. This demonstrates that allegations against staff are managed effectively and taken seriously.

The manager has worked collaboratively with social workers to provide a rigorous approach to a complaint from a child's parents.

Managers have made improvements to children's care plans and risk assessments. Care plans are more individualised and include better detail about children's needs. Risk assessments have been updated to provide staff with instructions when incidents happen.

Staff have become better at utilising the home's therapeutic model. Records indicate a more nurturing approach from staff. When children are showing signs of distress, staff offer reassurance and kindness.

Staff respond to incidents appropriately. When children leave the site, staff follow them. When staff lose sight of children, the police are called. When required, staff will restrain children to prevent harm. These actions minimise the risk of harm to children.

Following a particularly complex incident, the manager updated the report to highlight areas where it lacked clarity and information. She has carried out comprehensive debriefs with staff to clearly understand the incident and explore what could have been done differently. The manager has coached the staff to fully articulate their decision-making process. In part, this helps the manager to encourage staff to minimise risk with an agreed approach. However, some inconsistencies remain in the rigour of management oversight and staff debriefs. On one occasion, staff did not seek immediate medical attention in response to a child who had a sore mouth from a battery incident. Instead, staff sought advice from the on-site nurse; however, this took approximately 3 hours. The nurse advised staff to take the child to hospital, which they did. Once at the hospital, the child told the nurse that they had put the broken battery inside their clothes, causing a burn. Had staff sought external medical support sooner, this could have been avoided.

Following this incident, a debrief took place with the shift leader. This did not cover all the issues in the report. For example, there is no discussion about why the

decision was made to wait for the on-site nurse instead of seeking external medical advice. The debrief does not consider how the child was able to put a battery in their mouth given the high level of staffing observations in place.

To add to this, further debriefs lack reflection and full understanding from managers about what needs to be discussed with staff. For one incident, the debrief document was completed by the staff involved and is handwritten. Staff have not identified the practice issues. The lack of dialogue and reflective discussion from managers means that staff are not being provided with continuous opportunities to identify where they need to improve their practice in safeguarding children.

The staff member who initially becomes aware of an incident does not act themselves but immediately seeks advice from a more senior member of staff. Staff are either unwilling to take accountability for their actions or are not confident. There are no records to demonstrate that managers have identified how this has been explored with individual staff members. This lack of accountability is not discussed during staff supervision sessions. This means that the reasons for this continuing pattern and how best to empower staff have not been explored.

Staff from other homes on the site have been redeployed to work at this home. One of these staff members said that they were not told anything about the child who they would be working with. The child attempted to harm themselves using a kettle. The staff member was unaware that a kettle was inappropriate. Managers have failed to provide redeployed staff with sufficient information to fully comprehend the children's needs.

Three older children participated in the inspection. They expressed difficulty living with younger children who demonstrate their feelings through behaviours. There has not been sufficient consideration and risk assessment regarding group living. The clinical team has not supported the staff team in understanding the complex dynamics at the home. A risk assessment to consider potential risks associated with older children has not been carried out. This means staff lack guidance on how to respond to any potential scenarios.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/09/2025	Full	Requires improvement to be good
07/05/2024	Full	Good
27/06/2023	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 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; ensure that the home's workforce provides continuity of care to each child; 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; 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)(e)(f)(h)) In particular, ensure that the manager and deputy manager identify practice issues as part of their evaluation of incidents. Ensure that the manager and deputy manager provide staff with effective and meaningful debriefs following incidents. Ensure that the manager and deputy manager promptly address practice issues with individual staff, such as why	1 March 2026

they have not taken action themselves, and explore the reasons for this. Ensure that staff redeployed from other homes have a full induction to the home and are provided with enough time to read children's care plans and risk assessments before working with them. This requirement was raised at the last inspection and will be reviewed at the next inspection.	
The care planning standard is that children— receive effectively planned care in or through the children's home. (Regulation 14 (1)(a)) In particular, carry out a risk assessment of the changing group dynamics between young adults and children, and seek advice from the clinical team to ensure that staff understand the underlying reasons for any difficulties.	1 March 2026

Recommendation

- The registered person should ensure that risks associated with young adults over the age of 18 will be managed in a home with children. They should explain, for example, if a young person brought alcohol into the home, how this would be managed and whether staff have received training on the protection of vulnerable adults. ('Guide to the Children's Homes Regulations, including the quality standards', page 42, paragraph 9.7)

Children's home details

Unique reference number: 2707907

Provision sub-type: Children's home

Registered provider: Cambian Childcare Limited

Registered provider address: Caretech, 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

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 2026