

SC035657

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a private organisation. It provides care for up to seven children who may experience social and emotional difficulties.

At the time of this inspection, four children were living in the home.

There is no registered manager in post.

Inspection dates: 9 and 10 September 2025

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 are not protected or their welfare is not promoted or safeguarded.

Date of last inspection: 15 January 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/01/2025	Full	Good
05/12/2023	Full	Good
06/09/2022	Full	Good
13/07/2021	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Children do not receive a consistent level of care due to shortfalls in leadership and management and safeguarding practices in this home. Staff have not consistently followed children's plans to keep them safe, and they do not have the skills and experience to respond effectively to the children's care needs or safeguarding concerns.

Staff cannot meet the needs for all children who move into the home. For example, a child who speaks English as an additional language has limited ways to communicate with the staff team. The child has not had the opportunity to have important information shared with them in their own language or to freely share their views. This means that the child cannot fully communicate with the staff or their peers in the home. These barriers to communication mean that staff do not understand the child's individual needs. As a result, risks for the child have increased.

Home conditions do not provide a warm and nurturing environment. There are areas of the home which are not maintained. Action has not been taken to repair damage to the home and furniture. Children's bedrooms lack personalisation.

All the children who live at the home engage in a form of education. When there are barriers to children attending formal provision, staff work with the relevant professionals to try and overcome this.

Children are supported to see their family members where appropriate. Staff maintain regular communication with friends and families to support children's identities and maintain links with people who are important to them.

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

There are shortfalls in safeguarding practices which have led to an increase in risks for some children in the home.

There has been an increase in incidents of children being missing from the home. Staff have not followed children's plans to report them missing to the police in a timely manner. There have been inconsistent and at times insufficient search efforts by staff to locate children. As a result, children have been missing from the home for prolonged periods of time.

Staff responses to children's use of substances are poor. They do not consistently implement boundaries and consequences for children around substance misuse. This means that children have been smoking and vaping in the home unchallenged.

Staff do not consistently carry out searches of children's rooms when safeguarding concerns are raised. For example, staff have not completed room searches when

children's bedrooms have smelt like cannabis. On one occasion, there has been a delay in searching a child's room when there had been a concern for them carrying a weapon.

Staff do not follow children's plans to manage behaviour. They do not have the skills to de-escalate incidents of violent and aggressive behaviour involving children. This has led to the police being called to manage children's behaviour.

The quality of recording and reporting in the home is poor. Children's risk assessments do not contain clear strategies for staff to follow and have not been updated to include all relevant information. As a result, staff responses to children have not been consistent. Children's incident records do not include all relevant details. For example, the recording of staff looking for children who are missing is poor and not always included in incident records. This impacts on the effectiveness of the monitoring and review of staff practice.

Ofsted has not been notified of all significant safeguarding incidents for children. This does not allow for effective regulatory oversight of the home.

Staff work with other agencies to support children around their risks. For example, they regularly invite the local police community support officer into the home to speak with the children.

The effectiveness of leaders and managers: inadequate

Leadership and management arrangements in the home are unstable. At the time of the inspection, there was no registered manager in post. There had been serious allegations about the leadership and management team in the home. Although the provider had investigated and addressed the allegations, there were delays in taking action and in notifying Ofsted.

Staff spoke positively about working in the home and said that they work well as a team. However, due to the changes in the leadership and management arrangements, staff said they are unaware of who is supporting them and when. This means that staff are not provided with clear leadership and guidance to care for the children.

Management oversight of incidents involving children is poor. Leaders and managers do not evaluate staff practice following incidents. This means that shortfalls in staff practice are not identified or addressed.

Staff have not had sufficient training relevant to children's needs. For example, staff had not received training in child exploitation, despite this being a recognised risk for a child prior to their move into the home. This means that the staff team does not have the knowledge and skills to meet all of the children's needs.

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; 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; and 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; that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(iii)(v)(vi)(b)(e)) Specifically, the registered person must ensure that staff take action to safeguard children following incidents. The registered person must ensure that children's risk assessments give staff clear guidance to follow to safeguard children. Additionally, the registered person must ensure that staff understand their roles and responsibilities to safeguard children, particularly in regard	9 November 2025

to exploitation, substance misuse, and being missing from the home.	
*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— ensure that staff have the experience, qualifications and skills to meet the needs of 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; 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)(c)(f)(h)) Specifically, the registered person must ensure that there is a suitably experienced and qualified manager in post who can oversee the management of the home. The registered person must ensure that monitoring systems are used to identify and address shortfalls in the quality of care that children receive. In addition, the registered provider must ensure that staff have the relevant skills and training to care for the children living in the home.	9 November 2025
The children's views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives.	9 November 2025

In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— help each child to express views, wishes and feelings; help each child to understand how the child’s views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child; make each child aware of and, if necessary, remind them of each of the matters in sub-paragraph (d)(i) to (iii); and ensure that each child— is enabled to provide feedback to, and raise issues with, a relevant person about the support and services that the child receives. (Regulation 7 (1)(a)(b)(c) (2)(a)(ii)(iii)(vii)(b)(i)) Specifically, the registered person must ensure that children who speak English as an additional language have regular opportunities to share their views, wishes and feelings, and receive information about their care in their own language.	
The quality and purpose of care standard is that children receive care from staff who— provide to children living in the home the physical necessities they need in order to live there comfortably; ensure that the premises used for the purposes of the home are designed and furnished so as to— meet the needs of each child. (Regulation 6 (2)(vii)(c)(i)) Specifically, the registered person must ensure that the home conditions are maintained to a high standard and that broken furniture and fittings are removed and/or replaced.	9 November 2025

The registered person must notify HMCI and each other relevant person without delay if— an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is any other incident relating to a child which the registered person considers to be serious. Regulation 40 (4)(b)(e))	9 November 2025
The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date. (Regulation 36 (1)(a)(b)) Specifically, the registered person must ensure that children's plans are updated and contain relevant information. In addition, the registered person must ensure that all records contain staff actions to monitor their welfare when children are absent from the home.	9 November 2025

* 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: SC035657

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: Sarah Boddy

Registered manager: Post vacant

Inspectors

Hayley Smith, Social Care Regulatory Inspector
Nicola Rutherford, Social Care Regulatory Inspector

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