

SC456800

Registered provider: Cambian Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned by a private provider. It offers care for up to 2 children who may experience social and emotional difficulties.

At the time of this inspection, no children were living in the home. Two children have moved out of the home since the last inspection.

The home has no registered manager; the previous manager left the role with immediate notice in April 2026.

Inspection dates: 26 and 27 May 2026

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and/or widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 3 February 2026

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
03/02/2026	Full	Requires improvement to be good
21/01/2025	Full	Good
14/11/2023	Full	Good
09/08/2022	Full	Requires improvement to be good

Summary of findings

Significant shortfalls have been identified in the safeguarding practice, experiences of children and leadership and management in the home. As a result, children have not been safeguarded effectively or received adequate care. Consequently, the home has been judged to be inadequate in all areas.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

The home experienced a period of ineffective leadership that significantly undermined the safety, stability and outcomes for children. The previous management team did not address the requirements raised at the last inspection, and there was no evidence of consistent or sustained improvement.

At the time of this inspection, no children were living in the home. The children who moved out of the home did not experience a safe standard of care. The previous manager did not ensure that children had positive and well-planned transitions from the home. One child's move was significantly delayed, and the other child moved out because staff were unable to keep them safe.

Leaders, managers and staff failed to provide a warm and homely environment for children. They did not maintain the home to a standard that was safe and nurturing for the children living there, resulting in one child reporting that they did not feel cared for. Although family time was promoted, staff did not demonstrate sufficient professional curiosity in assessing and responding to risks associated with an appropriate sibling relationship.

Children's education was not sufficiently prioritised. The previous manager failed to provide appropriate support for children's educational development. Children who lived in the home made limited progress in their education, and there was no evidence of challenge to external authorities regarding this. Additionally, staff did not actively engage children in educational activities, and the home lacked consistent routines to support learning and development.

Several changes in the staff team affected staff's ability to establish positive relationships with some children. Some children were often spoken about in a negative manner, and this did not support them to develop trusting or supportive relationships with the adults caring for them. Inconsistencies in the staff team contributed to some children feeling uncared for. Following an incident of self-harm, one child expressed feelings of distress and neglect. However, this was not appropriately responded to, resulting in the child experiencing further emotional distress.

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

Incident management in the home is weak, with poor oversight and key documentation either missing or not readily accessible. This has significantly affected staff's ability to respond appropriately to incidents and meet the needs of children in their care. Despite staff raising these concerns with leaders and managers, they say that the issues were not acted on and that appropriate support and guidance were not provided. As a result, staff were unable to support one child effectively, and the child had to move on from the home.

Management oversight of incidents is poor. Records lack sufficient detail and frequently contain language that could be perceived as blaming the child, rather than reflecting a balanced and trauma-informed approach. The staff team reported an absence of consistent routines and structure, which further contributes to an unstable environment.

There have been instances where physical restraint has been used inappropriately, including the use of an unauthorised hold. This leaves all involved at risk. The new manager took action to review incidents and identified areas for learning for staff. Action has been taken to address this through the implementation of additional training, and this will need to be closely monitored to ensure improved practice.

Incidents of children going missing from the home have been frequent, particularly for one child. These incidents have not been managed consistently or in accordance with the strategies outlined in the child's care plans. On one occasion, a child who was missing was arrested and remained in police custody overnight. Despite this significant incident, the management team and external professionals were not informed. This represents a significant safeguarding failure, as appropriate procedures were not followed, leaving the child at continued risk.

The effectiveness of leaders and managers: inadequate

There were significant shortfalls in the leadership and management of the home under the previous management team, particularly in relation to safeguarding and the overall operation of the service. The registered manager left the home with immediate effect in April 2026 following a sustained period of poor management oversight. At the time of this inspection, the current manager had been in post for 6 weeks.

Staff consistently describe a clear contrast between the previous management arrangements and the structure now in place. Under the former manager, they described an environment with an absence of routine, limited guidance, insufficient training, and a lack of effective response to safeguarding and behavioural incidents. This created uncertainty, increased anxiety, and left staff unclear about expectations. Staff reported that the support and structure described during recruitment did not reflect the reality in practice. As a result, inexperienced staff were frequently left unsupported on shift.

There were also shortcomings in the oversight of safeguarding incidents, with concerns not being responded to appropriately or consistently. In addition, the overall environment

was not maintained to a high standard, further reflecting the lack of effective leadership and management oversight and monitoring of the home.

Following the last inspection in February 2026, the responsible individual carried out a reflective review and developed an action plan. However, this lacked clear timescales and contained factually incorrect information, including assertions that regular supervision and team meetings were now in place. This represented a missed opportunity to strengthen practice and ensure that safeguarding incidents were managed, monitored and actioned effectively.

Since the appointment of the new manager, measurable improvements have been made. The manager has re-established the fundamentals of the home, strengthened the staff team, clarified expectations, and begun to embed training and more structured ways of working. This has contributed to a more stable and increasingly child-centred environment.

The current manager has prioritised structure, training, and developing staff understanding of children's lived experiences. Staff have since received training in response to previously raised concerns, which has increased their confidence. They have also been supported to work in the manager's other home to gain insight into effective practice and to reinforce the importance of delivering care that is both child centred and safe.

Regular supervision is now in place for staff. Communication is reported to have improved, which has had a positive impact on staff morale and supported the team to work more cohesively. Improved guidance around incident recording, alongside increased management presence and support, is contributing to a safer environment for children moving into the home.

However, sleeping-in arrangements require careful review, as the space is limited and staff are located on the opposite side of the home to where children sleep. This may affect staff's ability to respond promptly to children's needs and ensure their safety.

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 are familiar with, and act in accordance with, the home's child protection policies; 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 premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health; and that the effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(iii)(v)(vi)(vii)(b)(d)(e))	24 June 2026

Specifically, the registered person must ensure that staff have the skills and knowledge to keep children safe. The registered person must ensure that staff manage incidents and allegations in line with processes outlined in risk management plans. This requirement 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; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; 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; demonstrate that practice in the home is informed and improved by taking into account and acting on— 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)(b)(c)(d)(e)(f)(g)(ii)(h))	24 June 2026

Specifically, the registered person must ensure that staff are suitably skilled to meet children's needs. They must also ensure that reporting and recording across all records is accurate to allow sufficient oversight of all aspects of the home. Additionally, the registered person must ensure that children are cared for by a consistent team of staff who conduct themselves with professionalism. This requirement is restated.	
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— that staff— help each child to achieve the child's education and training targets, as recorded in the child's relevant plans; support each child's learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study; 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 understand the importance and value of education, learning, training, and employment; promote opportunities for each child to learn informally. (Regulation 8 (1) (2)(a)(i)(ii)(iii)(iv)(v)) Specifically, the registered person must ensure that all children are encouraged to engage in education inside and outside the home. This requirement was raised at the last inspection and is restated.	24 June 2026
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out—	24 June 2026

how appropriate behaviour is to be promoted in the children's home; and

the measures of control, discipline and restraint which may be used in relation to children in the home.

The registered person must keep the behaviour management policy under review and, where appropriate, revise it.

The registered person must ensure that—

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—

the name of the child;

details of the child's behaviour leading to the use of the measure;

the date, time and location of the use of the measure;

a description of the measure and its duration;

details of any methods used or steps taken to avoid the need to use the measure;

the name of the person who used the measure ("the user"), and of any other person present when the measure was used;

the effectiveness and any consequences of the use of the measure; and

a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;

within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so ("the authorised person")—

has spoken to the user about the measure; and

has signed the record to confirm it is accurate; and

within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (1)(a)(b) (2) (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)) Specifically, the registered person must ensure that records of physical intervention are complete and contain all necessary information in line with regulatory requirements. This requirement is restated.	
The registered person must notify HMCI and each other relevant person without delay if— a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation; an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is an allegation of abuse against the home or a person working there; a child protection enquiry involving a child— is instigated; or concludes (in which case, the notification must include the outcome of the child protection enquiry); or there is any other incident relating to a child which the registered person considers to be serious. A notification made under this regulation— must include details of— the matter; the other persons, bodies or organisations (if any) who or which have been notified; and any actions taken by the registered person as a result of the matter; must be made or confirmed in writing.	24 June 2026

(Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e) (5)(a)(i)(ii)(iii)(b)) Specifically, the registered person must inform Ofsted of any significant safeguarding incidents involving children in the home.	
Restraint in relation to a child is only permitted for the purpose of preventing— injury to any person (including the child); serious damage to the property of any person (including the child); or a child who is accommodated in a secure children's home from absconding from the home. Restraint in relation to a child must be necessary and proportionate. These Regulations do not prevent a child from being deprived of liberty where that deprivation is authorised in accordance with a court order. (Regulation 20 (1)(a)(b)(c) (2) (3))	24 June 2026
No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child. The following measures may not be used to discipline any child— imposing a financial penalty, other than a requirement for the payment of a reasonable sum (which may be by instalments) by way of reparation; Nothing in this regulation prohibits— the taking of any action by, or in accordance with the instructions of, a registered medical practitioner or a registered dental practitioner which is necessary to protect the health of the child; or taking any action that is necessary to prevent injury to any person or serious damage to property. (Regulation 19 (1) (2)(f) (3)(a)(b))	24 June 2026
The quality and purpose of care standard is that children receive care from staff who—	24 June 2026

ensure that the premises used for the purposes of the home are designed and furnished so as to—

meet the needs of each child; and

enable each child to participate in the daily life of the home.
(Regulation 6 (1)(c)(i)(ii))

Specifically, the registered manager must ensure that the home is decorated and maintained to provide a homely environment for children.

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: SC456800

Provision sub-type: Children's home

Registered provider: Cambian Childcare Ltd

Registered provider address: Caretech, Parkview, 82 Oxford Road, Uxbridge UB8 1UX

Responsible individual: Katy Parsonage

Registered manager: Post vacant

Inspectors

Rose Maddocks, Social Care Inspector
Michelle Edge, Senior His Majesty's Inspector

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