

SC476326

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

A private company owns this home. It provides care for up to five children aged between five and 12 years with complex needs, which may include social and emotional difficulties.

The manager has been registered since March 2025.

At the time of the inspection, there was one child living in the home. This child was seen and spoken with during the inspection.

Inspection dates: 12 and 13 November 2025

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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 May 2022

Overall judgement at last inspection: inadequate

Enforcement action since last inspection: Following the last full inspection on 4 and 5 May 2022, compliance notices for regulations 12 and 32 were reissued. A further compliance notice for regulation 12 was issued. A restriction of accommodation remained in place.

A monitoring visit was undertaken on 15 June 2022. At this visit, the inspector found that the manager had resigned and left the organisation. The provider had begun to take

steps to recruit staff to the home, including a new manager who was due to start on 20 June 2022. However, despite some improvements, the provider had not taken sufficient action to meet all aspects of the compliance notice for regulation 13. As a result, the compliance notice and notice restricting accommodation were reissued.

A monitoring visit was undertaken on 19 July 2022. At this visit, the inspector found that the manager who started on 20 June 2022 had since resigned and left the organisation and the number of staff was insufficient. Therefore, the compliance notice for regulation 13 was reissued and the notice restricting accommodation remained in place.

At the monitoring visit on 8 September 2022, a new manager had been recruited to the home and had recruited suitably experienced staff. The compliance notice in relation to regulation 13 had been met, and the notice restricting accommodation was lifted.

On 13 January 2023, Ofsted imposed a condition of registration requiring the provider to give Ofsted three months' notice of its intention to move a child into the home. This was because the home has not had a registered manager since 30 October 2020. Subsequent managers who had been recruited had withdrawn their applications. The home had not been operational since May 2022 and since then, no children have lived at the home.

On 23 September 2024, the provider confirmed to Ofsted that it intended to reopen the home. On 28 November 2024, the restriction was lifted and the home was reopened.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/05/2022	Full	Inadequate
23/03/2022	Interim	Declined in effectiveness
23/06/2021	Full	Requires improvement to be good
07/01/2020	Full	Good

Inspection judgements

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

One child moved into this home in June 2025. The child's experience and progress in this home have been impacted by shortfalls in how well they are helped and protected and the leadership and management of the home.

Planning for the child's move into the home was mixed. The children's guide provides a well-rounded view of the home, and this was shared with the child before they moved in. There was a clear plan in place for the child's move into the home. However, actions identified during this planning stage have not been completed. The planning identified that specialist training was needed to ensure staff could meet the child's needs. This has not taken place. In addition, the child's moving-in plan stated that staff are trained in therapeutic parenting. Staff did not receive this training until the child had lived in the home for four months. This impacts on staff providing individualised care.

The child has been impacted by changes to the staff team. While the child has lived in the home, four staff members have left and two have been redeployed to another home in the organisation. This has led to staff covering from other homes. Managers do not always consider the relationships that children have when moving staff between the home and the provider's other home. The child has been upset by these changes and expressed their worries about other staff leaving. The manager had not shared information with the child about one staff member who recently left, as they are concerned about the impact this could have on the child. This does not support the child to build secure and trusting relationships with staff. This has also impacted on the consistency of care the child has received.

Staff support children with their physical health needs. The manager has been proactive in requesting further testing for the child when there are some questions about a diagnosis. The child's emotional well-being is not being supported in line with the home's statement of purpose. This states that staff and children will be supported by a therapeutic team. This support has not been in place during the time that the child has been in the home. This means that the child is not receiving the therapeutic support that they require.

Staff do not fully understand or effectively support the child with their cultural and identity needs. The child has been taken to a specialist barber for their haircare. However, when the child has been subject to discrimination, staff have not supported them to explore the impact of this on their well-being and friendships. In addition, when the child has shared discriminatory views, not enough has been done to minimise the risks of this happening again. This does not support the child to develop a positive self-view.

The child has made progress in their education. Staff have supported them with the move from primary to secondary school. The child is encouraged by the staff team to attend and engage in their education. This is helped by good communication between the home and the school. One teacher said, 'The manager and team are fantastic at supporting [name of child] and are available to help when needed.'

The child is being supported to rebuild and maintain relationships with their family. The child's parent said that they have a good working relationship with staff and that they have seen positive changes in their child since moving in. The child values the time they have been able to spend with their family.

Staff ensure that the child regularly shares their views, and they are responded to in a child-friendly way. The child knows how to make a complaint, and when they raise concerns, the manager ensures that they understand what has happened as the result of a complaint. This helps the child feel listened to.

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

Staff lack the required skills and guidance to consistently help and protect children. This has resulted in physical intervention being used on 20 occasions and staff sometimes missing opportunities to de-escalate situations. On one occasion, an intervention was not proportionate or in line with the child's support plan. When physical intervention occurs, the records do not always include the required information, and management oversight does not identify shortfalls in staff practice. This means that ways to provide the child with more effective support are not identified.

When children make allegations, these are not always taken seriously. Staff do not consistently speak to the child to clarify if they wish to make a complaint. On one occasion, a child was found to have an injury after making an allegation during a physical intervention. This was not referred to the local authority designated officer or notified to the regulator. Another allegation is being investigated, but the child has not been reassured or informed of what is being done to address their concerns. This does not ensure that allegations are investigated appropriately or that children feel supported when they raise concerns.

Staff do not always follow procedures when there is a concern about the safety of a child. One staff member delayed informing the manager of concerns about another staff member's behaviour. The staff member cared for the child again before their lack of information-sharing had been addressed. On another occasion, the child shared information that suggested a lack of professional boundaries from a staff member. There was no follow-up discussion to explore this further. This does not ensure that children are protected from potential harm.

Children's support and care plans are regularly updated. However, they do not always identify known triggers and provide clear guidance to staff on how to support children

and keep them safe. For one child, there was no plan for staff to follow to reduce the risk of self-injury. When the child shared views that could place others at risk, this was shared with the appropriate agencies, and staff spoke to the child about the seriousness of this. An appropriate consequence was put in place. However, the child was not given a time frame for this consequence, and the strategy was not added into the child's plans. This means that staff do not have clear guidance about what they need to do to keep children safe. In addition, staff have not had any follow-up conversations with the child about these specific risks. This has not led to any harm coming to the child or others at present but has the potential to impact on the consistency of care given to children.

When children have left the home in an unplanned way, staff take appropriate action, follow children and keep them in sight. The child currently living in the home has a bedroom alarm that has the required consent in place. However, this has not been reviewed in line with the child's current needs. Additionally, there are window restrictors on the downstairs windows, which have not been reviewed to assess their proportionality. This detracts from the welcoming and homely feel.

The child in this home said that they feel safe and that they can speak to adults in the home if they have worries. Staff provide the child with appropriate support to safely access the internet and to play computer games that they enjoy.

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

The manager of this home is suitably experienced. However, he is not qualified and has not yet started his qualification. There are plans for him to start this, but it is not yet clear when this will begin. The manager is out of date in 24 of the home's statutory training courses. This includes training in physical intervention and self-harm. This shortfall has been identified by the responsible individual, but action has not been taken to address this. This does not ensure that the manager has the skills required to provide effective oversight of incidents and plans.

New staff to the home are safely recruited. The staff team is inexperienced. Seven staff members, including one team leader, had not previously worked in residential childcare. Although they have transferable skills, this means that the new staff team cannot learn from more experienced staff. In addition, they have not received training in line with the child's specific needs and the home's therapeutic model of care soon enough. This has impacted on the staff having the skills to meet the child's needs.

Only one staff member is qualified. One staff member is out of statutory timescales but is working towards their qualification. The manager did not know how far they had progressed with this. The inexperience in the staff team has impacted on the quality of care the child has received. The manager has had to provide a high level of oversight and support to new staff and did not have a deputy manager until September. This has meant that the manager has not had the capacity to provide staff with consistent and regular supervision in line with organisational policy. The manager has identified this,

and the deputy manager and team leader are now trained to supervise staff, which will help the team receive more consistent supervision.

Seven staff members have left the team since the home reopened. The home currently has four vacancies. This does not ensure consistency and stability in the staff team. The responsible individual shared that recruitment of qualified and experienced staff is challenging, and the organisation is developing plans to support with this.

Staff say that they feel well supported and that managers and leaders are accessible when they need guidance. They also feel supported by colleagues. Team meetings take place regularly. They are well attended and child focused. These meetings provide a space for the staff team to reflect and improve practice.

Managers have established positive working relationships with a range of agencies and external professionals. Professionals said that communication is good. The child's social worker said that the manager keeps her up to date and that they work well together.

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 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's workforce provides continuity of care to each child; and 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— research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received;	8 January 2026

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)(e)(f)(g)(i)(ii)(h)) In particular, the registered person must ensure that staff are trained and supported to deliver care in line with the home's statement of purpose. They must minimise the impact of staff changes on the home and ensure that staff have clear plans to provide children with continuity of care. Leaders and managers must ensure that management oversight, monitoring and review systems are robust and effective.	
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; help each child to understand how to keep safe; 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. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)) In particular, the registered person must ensure that appropriate action is taken when a child makes an allegation. They must ensure that staff are aware of their role to safeguard children. The registered person must ensure that risk management plans	8 January 2026

contain all relevant information to guide staff to manage children's risks effectively.	
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 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 (3)(a)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)) In particular, this relates to the follow-up and recording of physical interventions and consequences. This requirement was stated at the last inspection and is restated.	8 January 2026
The registered person may only use devices for the monitoring or surveillance of children if—	8 January 2026

the monitoring or surveillance is for the purpose of safeguarding and promoting the welfare of the child concerned, or other children; and the monitoring or surveillance is no more intrusive than necessary, having regard to the child's need for privacy. (Regulation 24 (1)(a)(d)) This relates to bedroom alarms being reviewed regularly to ensure their use is proportionate to the child's risks.	
The registered person must notify HMCI and each other relevant person without delay if— there is an allegation of abuse against the home or a person working there. (Regulation 40 (4)(c))	8 January 2026

Recommendation

- The registered person should ensure that modifications to the home environment, in particular downstairs window restrictors, are only made where this is intended to safeguard the child's welfare. ('Guide to the Children's Homes Regulations, including the quality standards', page 15, paragraph 3.10)

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: SC476326

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:

Registered manager: Terry Humphreys

Inspector

Jenny Smith, Social Care Inspector

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