

SC483856

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned and operated by a private provider. It provides care for up to 5 children who may experience social and emotional difficulties.

Three children were living at this home at the time of the inspection. The inspectors spoke to one child about their experiences of living in the home.

The manager registered with Ofsted in February 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 widespread failures that mean children 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: 18 November 2025

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
18/11/2025	Full	Requires improvement to be good
29/07/2025	Full	Inadequate
25/06/2024	Full	Good
03/10/2023	Full	Good

Summary of findings

Significant shortfalls in safeguarding practice, behaviour support and leadership and management have impacted on the children being effectively safeguarded.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Since the last inspection, one child has moved out of the home after only living there for a short period of time. Care planning in the home is poor. Despite leaders and managers having access to this child's history and being aware of their risks, staff were not able to meet the child's needs. As a result, the child was moved on from the home, leading to further distress and instability for the child.

Children have not been cared for by a consistent staff team. Agency staff have been required due to high levels of staff sickness, and staff say this has had a negative impact on the children and the staff team. The home's statement of purpose was not factually correct regarding the staff currently working in the home.

Children are supported to spend time with their family and friends. However, arrangements were made for one child to spend time with their family which were not in line with their local authority care plan. One parent raised concerns for their child and said, 'They have not been keeping [name of child] safe.'

Staff do not implement structured routines to support children to learn when not in education. This does not help children to meet their full academic potential.

Staff support children to attend planned and emergency health appointments. However, due to the lack of documents in the home, leaders were unable to demonstrate that all children's health needs have been understood and met. Concerns were identified in relation to children's misuse of substances, and staff have failed to take effective action when concerns arise. Bottles of vape liquid were observed in children's bedrooms. Despite the age of the children, staff took no action to remove them.

The home has not been maintained to a standard that provides children with a welcoming or nurturing environment. There are no televisions in the downstairs of the home; kitchen cabinets are missing and damaged, and the children's bedrooms also contain damaged furniture. Furthermore, children's bedrooms are not maintained to an acceptable standard, leaving some children living in unclean and unhygienic conditions.

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

Safeguarding practices in the home have been extremely poor, and this has had a negative impact on the children's experiences and progress.

One child said they could identify staff they like but said that they were unhappy that there were no televisions downstairs and they did not want their friends to visit the home. They were also upset that another child had been taken on holiday when there had been numerous serious incidents in the home and that they would have liked to go on a holiday.

There has been an escalation of incidents since the last inspection. Staff do not have the skills and experience to support children's needs and manage their behaviour. Emergency services have been required on numerous occasions to support the staff during incidents. Staff have not consistently supported children to de-escalate situations and, on occasions, have withdrawn to the office or remained in staff bedrooms due to concerns for their own safety. This has left all children in the home exposed to an increased risk of physical harm.

Allegations are not being managed appropriately. When children have raised complaints about staff, managers have not engaged with the child or the staff members involved to investigate the concerns. In addition, when concerns were identified regarding the conduct of the manager, these were not shared with relevant safeguarding professionals. This poor practice means that concerns about staff and management are not properly addressed, leaving children inadequately safeguarded.

The quality of incident recording is poor. Not all safeguarding incidents or physical interventions are recorded in detail or shared with relevant professionals. This lack of effective leadership and management oversight has meant that deficiencies in staff practice have not been identified or addressed in a timely way, significantly impacting the overall quality of care provided to the children. There is also a culture in the home of child blaming, which is emotionally harmful to children.

Leaders and managers have not ensured that all serious incidents are notified to Ofsted as required by regulation. This limits the regulator's oversight of practice in the home.

Children have gone missing from the home without staff knowledge. In one incident, 2 children left the home during the night, and staff were only made aware when colleagues from a neighbouring children's home had made contact after the children were unable to gain access back into their home. During the time the children were out of the home, it is reported that they caused considerable damage in the community and were subsequently arrested. These failings have exposed children to serious risks outside of the home and increase the likelihood of criminalisation.

Staff do not always follow children's risk assessments when they are missing from home. There have been delays in contacting the police and staff have not always looked for the

child. The staff were not clear about when they should be contacting the police. This has resulted in a child breaching their bail conditions, which could have long-term implications for the child.

The use of physical intervention in the home has not been overseen or evaluated by leaders or managers. This means that incidents of children being physically held have not been reviewed to ensure that any use of holds is safe, proportionate and carried out correctly. Debriefs with children following incidents have, on occasion, been undertaken by the staff involved. This leaves children at risk of harm through the use of physical intervention by staff.

Significant shortfalls were identified in staff supervision of children. There have been instances where children accessed the roof of a neighbouring school without staff intervention, placing them at considerable risk of harm. Additionally, children have, on multiple occasions, left the home without staff awareness, resulting in them being reported missing. Children have also been subject to bullying in the home, which has impacted on their emotional well-being.

The effectiveness of leaders and managers: inadequate

The registered manager has been recently suspended due to their conduct and leadership of the home. As a result, the home has been operating without a stable manager. An interim manager has been appointed.

Communication with professionals involved with the children is poor. Social workers have not always been updated following incidents involving the children. One social worker shared concerns about the care their child received and was already making plans for their child to move out of the home. Professionals have recognised that managers and staff have failed to safeguard children effectively and that systemic failures have allowed serious incidents to occur.

Team meetings have taken place on a regular basis. However, the manager has not ensured that these are a supportive forum and an opportunity for learning and reflection.

Staff have not received regular reflective supervision. This does not give staff the opportunity to discuss the children's care needs and opportunities to improve practice. Staff morale in the home is low, and staff have not been provided with the necessary levels of support and guidance.

The quality of care reports provide a review of children's experiences. However, the reports lack evaluation and there is no feedback from family members. This reduces opportunities to ensure that the feedback from family members is being used to develop practice in the home and that the evaluation creates change.

The provider has failed to ensure that any changes made are embedded in practice. Both internal and external monitoring systems are ineffective in supporting leaders and managers to identify safeguarding concerns and address them promptly. As a result, poor staff practice continues to go unchallenged, children do not receive the quality of care they deserve, and they do not experience a safe, nurturing and supportive environment.

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; 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; 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; 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 purpose of the home are located so that children are effectively safeguarded;	7 July 2026

that the premises used for the purpose 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)(ii)(iii)(iv)(v)(vi)(vii)(b)(c)(d)(e)) Specifically, the registered person must ensure that staff take action to safeguard children at all times. Additionally, the registered person must ensure that staff have the skills, knowledge and understanding to meet children's needs and manage risks.	
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; 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—	7 July 2026

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)(e)(f)(g)(ii)(h)) Specifically, leaders and managers must ensure that all incidents are reviewed and that shortfalls in staff practice are identified and action is taken to address these. Additionally, the registered person must ensure that there are robust systems in place to monitor and review the quality of care in the home.	
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. In particular, the standard in paragraph (1) requires the registered person to ensure— that arrangements are in place to— plan for, and help, each child to prepare to leave the home or to move into adult care in a way that is consistent with arrangements agreed with the child’s placing authority. (Regulation 14 (1)(a)(b) (2)(b)(iii)) Specifically, the registered person must ensure that all children’s information is received and reviewed to make an informed decision before any child moves into the home. Additionally, when children have an unplanned move from the home, a review is to be undertaken for reflection and learning.	7 July 2026
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;	7 July 2026

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; and must be made or confirmed in writing. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e) (5)(a)(i)(ii)(iii)(b)) This relates specifically to the registered manager ensuring that all serious incidents are reported to the regulator promptly. This requirement was made at the last inspection and is restated.	
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and	7 July 2026

positive responses to other children and adults.

In particular, the standard in paragraph (1) requires the registered person to ensure—

that staff—

meet each child's behavioural and emotional needs, as set out in the child's relevant plans;

help each child to develop socially aware behaviour;

help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;

communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding;

understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children;

de-escalate confrontations with or between children, or potentially violent behaviour by children;

understand and communicate to children that bullying is unacceptable; and

have the skills to recognise incidents or indications of bullying and how to deal with them; and

that each child is encouraged to build and maintain positive relationships with others.

(Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iv)(v)(ix)(xi)(xii)(xiii)(b))

Specifically, the registered person must ensure that staff spend time with children and develop meaningful relationships with them that are based on mutual respect and trust.

Additionally, the registered person must ensure that staff provide children with nurturing, loving and respectful care that meets their emotional needs.

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; help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible; and 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)(ii)(iii)(iv)(v)(viii)(x)) Specifically, the registered person must ensure that children have clear structure and routines in place that are focused on learning.	7 July 2026
The quality and purpose of care standard is that children receive care from staff who— understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;	7 July 2026

use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.

In particular, the standard in paragraph (1) requires the registered person to—

understand and apply the home's statement of purpose;

ensure that staff—

understand and apply the home's statement of purpose;

protect and promote each child's welfare;

treat each child with dignity and respect;

provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background;

help each child to understand and manage the impact of any experience of abuse or neglect;

help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;

provide to children living in the home the physical necessities they need in order to live there comfortably;

provide to children personal items that are appropriate for their age and understanding; and

make decisions about the day-to-day arrangements for each child, in accordance with the child's relevant plans, which give the child an appropriate degree of freedom and choice;

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; and

ensure that any care that is arranged or provided for a child that—

relates to the child's development (within the meaning of section 17(11) of the Children Act 1989) or health; and is not arranged or provided as part of the health service continued under section 1(1) of the National Health Service Act 2006 M1, satisfies the conditions in paragraph (3). The conditions are— that the care is approved, and kept under review throughout its duration, by the placing authority; that the care meets the child's needs; that the care is delivered by a person who— has the experience, knowledge and skills to deliver that care; and is under the supervision of a person who is appropriately skilled and qualified to supervise that care; and that the registered person keeps the child's general medical practitioner informed, as necessary, about the progress of the care throughout its duration. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix) (c)(i)(ii) (d)(i)(ii) (3)(a)(b)(c)(i)(ii)(d)) Specifically, the registered person must ensure that children are supported to clean their bedrooms, that the home is a welcoming environment and that broken furniture is removed.	
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 effectiveness and any consequences of the use of the measure; and within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered	7 July 2026

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. (Regulation 35 (3)(a)(vii)(b)(i)(ii)) Specifically, the registered person must ensure that any physical interventions are recorded in detail and that de-briefs are completed with the child by staff not involved in the physical intervention. The manager must also undertake a review of all known information. This requirement was made at the last inspection and is restated.	
The registered person must— ensure that each employee completes an appropriate induction; ensure that each permanent appointment of an employee is subject to the satisfactory completion of a period of probation; and provide each employee with a job description outlining the employee’s responsibilities. The registered person must operate a disciplinary procedure which, in particular— provides for the suspension from work of an employee if necessary in the interests of the safety or welfare of children; and provides that the failure on the part of an employee to report an incident of abuse, or suspected abuse, whether past or present, in relation to a child to the appropriate person is a ground on which disciplinary proceedings may be instituted. For the purposes of this regulation, “the appropriate person” is the registered person, an officer of HMCI, an officer of the local authority in whose area the home is located or a police officer. The registered person must ensure that all employees— undertake appropriate continuing professional development;	7 July 2026

receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (1)(a)(b)(c) (2)(a)(b) (3) (4)(a)(b)(c)) Specifically, the registered person must ensure that staff are provided with supervision sessions and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions presented by children and to help children do the same.	
The health and well-being standard is that— the health and well-being needs of children are met; children receive advice, services and support in relation to their health and well-being; and children are helped to lead healthy lifestyles. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— achieve the health and well-being outcomes that are recorded in the child's relevant plans; understand the child's health and well-being needs and the options that are available in relation to the child's health and well-being, in a way that is appropriate to the child's age and understanding; take part in activities, and attend any appointments, for the purpose of meeting the child's health and well-being needs; and understand and develop skills to promote the child's well-being. (Regulation 10 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)) Specifically, the registered person must ensure that children are supported to have all their health needs met and that children's important documents are in the home.	7 July 2026

The registered person must compile in relation to the children's home a statement ("the statement of purpose") which covers the matters listed in Schedule 1. The registered person must— keep the statement of purpose under review and, where appropriate, revise it; and notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. (Regulation 16 (1) (3)(a)(b)) Specifically, the manager must ensure that the statement of purpose is factually correct in relation to staff working in the home.	7 July 2026
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, 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	7 July 2026

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)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)) Specifically, the registered must ensure that debriefs are undertaken with the child and staff and the child's debrief is undertaken by staff who were not involved in the physical intervention. The manager must evaluate each physical intervention.	
In meeting the quality standards, the registered person must, and must ensure that staff— seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans; seek to secure the input and services required to meet each child's needs; if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans; and seek to develop and maintain effective professional relationships with such persons, bodies or organisations as the registered person considers appropriate having regard to the range of needs of children for whom it is intended that the children's home is to provide care and accommodation. (Regulation 5 (a)(b)(c)(d)) Specifically, the registered person must ensure that all children's documents are received and reviewed. Additionally, the registered person must ensure that children's social workers are updated when incidents occur, and they must strengthen partnership working.	7 July 2026

The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing, and evaluating— the quality of care provided for children; the feedback and opinions of children about the children's home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review ("the quality of care review report"). The registered person must— supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home. The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))	7 July 2026
The registered person may only use devices for the monitoring or surveillance of children if— the monitoring or surveillance is for the purpose of safeguarding and promoting the welfare of the child concerned, or other children. (Regulation 24 (1)(a))	7 July 2026

Specifically, the registered person should ensure there is a clear rationale for using internal door audio alarms for all children and that their use is regularly reviewed. This requirement was made at the last inspection and is restated.	
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; if the individual satisfies the requirements in paragraph (3). The requirements are that— the individual is of integrity and good character; full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a) (3)(a)(d)) In particular, the registered person must ensure that they take the necessary steps to assure themselves that staff are of integrity and good character. The registered person must ensure that recruitment files are accessible and information can be obtained when required from human resources departments. This requirement was made at the last inspection and is restated.	7 July 2026

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: SC483856

Provision sub-type: Children's home

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Responsible individual: Alexander Scott

Registered manager: Karl Boddy

Inspectors

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Hannah Longdon, Social Care Inspector

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