

# SC457318

Registered provider: Cambian Childcare Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This home provides care for two children who may experience social and emotional difficulties or have learning disabilities.

At the time of this inspection, one child was living in the home.

There is no registered manager in post.

### Inspection dates: 12 and 13 August 2025

**Overall experiences and progress of children and young people, taking into account** **requires improvement to be good**

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

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

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:** 28 August 2024

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/08/2024	Full	Good
05/03/2024	Full	Good
28/02/2023	Full	Good
17/08/2021	Full	Good

## Inspection judgements

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

The inspector spoke with the child who was living in the home at the time of the inspection. They talked about their part-time job. They talked about upcoming plans for a trip to London. They told the inspector the activities they were looking forward to while they were visiting.

Staff know the child who lives in the home well and have worked hard to provide them with stability. They listen to them and provide them with positive experiences. This includes walks on the beach, trips to coastal towns and nights away to visit specific shopping centres. Staff have supported them to develop key independence skills. This includes shopping, cooking, cleaning, washing and having a part-time job. The home has challenged the placing authority about the plans for this child's future to help ensure plans meet the child's needs.

The child in the home has done well in their education and is making progress. They have completed exams and are set to attend college in September. Staff have not always attended education meetings relevant to the child due to a lack of effective communication and escalation with education professionals. The child who has recently left the home was not attending school, although a tutor attended the home, the home where unable to provide evidence of educational progress.

Overall, children's individual health needs are met. Children have regular access to local health services and specialist support when required. However, staff have not been consistent in supporting a child to manage all their prescribed medication in line with their independence planning. Although the storage of medication is safe, there has been an error when providing prescribed medication to a child. This was not identified by staff or picked up by management during subsequent audits.

One child has moved in during this inspection period. The ability of staff to meet the needs of all the children was not fully considered. When the new child moved in, staff were not able to provide effective care in line with their care plan. This resulted in having significant negative impact on the other child in the home.

Two children have moved out of the home. One was due to age related progression. The home advocated well for this child and supported them to move to independent living, and they ensured professionals knew the vulnerabilities and areas of need. The staff also helped them practically, setting up furniture and decorating the new accommodation. It was a positive ending. One child had to leave after being served notice by the provider as staff were unable to meet this child's needs.

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

The child in the home feels confident speaking to staff about their concerns. Any concerns are recorded in a child-friendly, non-judgmental way. Children's concerns are taken seriously. The members of the staff team have supported this child to develop skills to manage conflicts in areas of their life. The staff have been able to reduce a child's anxiety, which has provided them with an increased emotional resilience.

There are risk assessments in place to address known vulnerabilities for each child. However, one plan in place is not up to date so as to reflect the current situation and up-to-date risk for the child.

Staff try to promote positive behaviour and strategies to manage the behaviour of the children they have cared for. At times, they have not been able to translate this into practice. Staff did not adequately or appropriately supervise a child while out on a day trip, this led to a significant incident and placed the child at serious risk of harm. The staff did not understand the child's needs, keep them safe or prevent possible harm.

Restraint has been used in this period. The restraint logs are clear, have been reviewed by management and there are attempts to gather the child's view on their experience. One incident of restraint was completed by an agency member of staff. They had not had the training required to practice this type of care.

There have been shortfalls in the safe recruitment and monitoring of agency staff. When a new member of staff started there was no adequate follow-up to address known vulnerabilities in practice.

The monitoring of agency staff has not been robust. On two occasions, agency staff were involved in serious incidents. The agency they were employed through was informed. However, there was no follow-up around how the agency was investigating or responding to concerns about their staff practice. Management did not communicate effectively about concerns and are unaware if the concerns they raised have been taken seriously by the agency. Practice concerns about the permanent member of staff involved have been appropriately investigated.

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

There is no registered manager in post. The manager of the home has applied to become registered with Ofsted.

There has been a change in the management of the home in recent weeks. However, prior to management arrangements changing, staff have reported being unsupported, and care plans have not been effectively worked with. The home did not run effectively in the absence of the registered manager. The child who has remained in the home has been negatively impacted and the child who left recently did not have effective or timely action taken to address their needs.

When staff move to work in another home due to practice concerns, there is no record of the action plan they require to address any shortfalls to ensure that children are not placed at risk of harm. In the absence of a timely and recorded plan, children are vulnerable to ongoing poor practice.

Supervision of staff is not consistent. The communication about staff practice between managers is poor. Previous supervisions and probation reviews have not been shared when there are practice issues that need to be monitored.

Team meetings have not been consistent. Those seen have a lack of focus on safeguarding for the children and have not created an environment for good practice to thrive.

The home's regulation 45 review lacked detail and feedback. It did not monitor, evaluate or review the care that has been provided over the last 6 months.

The physical environment of the home has been maintained. It feels homely and like a family home for children. Plans are underway to update areas in the home that require renovating.

## 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
<p>The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>protect and promote each child’s welfare; and</p> <p>treat each child with dignity and respect. (Regulation (6)(1)(a)(b) (2)(b)(ii)(iii))</p> <p>In particular, the registered person must ensure that the needs of the children who live in the home are fully considered prior to admitting a new child.</p> <p>In addition, the registered person must ensure that there is a full evaluation of staff members’ practical skill sets in relation to any new child who may come into the care of the home.</p>	14 September 2025
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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;</p>	14 September 2025

<p>help each child to understand how to keep safe;</p> <p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare;</p> <p>are familiar with, and act in accordance with, the home's child protection policies; and</p> <p>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)(iv)(v)(vi)(vii)(b))</p> <p>In particular, the registered person must ensure that each child has up-to-date risk assessments in place.</p> <p>In addition, the registered person must ensure that staff understand how to keep each child safe and understand the roles and responsibilities that are assigned to them in relation to protecting children.</p>	
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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;</p> <p>ensure that staff work as a team where appropriate;</p>	14 September 2025

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—

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; 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)(i)(ii)(h))

In particular, the registered person must ensure that the home operates consistently in their absence.

In addition, the registered person must monitor and review the quality of care provided by the home, which should be informed by feedback and experiences of the children.

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; or  
 if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3).

14 September 2025

<p>The requirements are that—</p> <p>the individual is of integrity and good character;</p> <p>the individual has the appropriate experience, qualification and skills for the work that the individual is to perform;</p> <p>the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2.</p> <p>(Regulation 32 (1) (2)(a)(b) (3)(a)(b)(c)(d))</p> <p>In particular, the registered person must review any investigation completed by an agency in relation to practice concerns reported by the home. This will allow them to ensure that appropriate action has been taken about practice in their home.</p> <p>In addition, the registered person must ensure that agency workers receive an induction in relation to the care they can provide to children in the home, linked to the children’s plans and the home’s policies and procedures.</p>	
<p>The registered person must—</p> <p>ensure that all employees—</p> <p>ensure that each permanent appointment of an employee is subject to the satisfactory completion of a period of probation; and</p> <p>receive practice-related supervision by a person with appropriate experience. (Regulation 33 (1)(b) (4)(b))</p> <p>In particular, the registered person should ensure that supervision takes place at regular intervals for all staff.</p> <p>In addition, the registered person should ensure that all supervision and probation reviews are transferred should a member of staff come to work in the home or move to work in another home within the organisation.</p> <p>In addition, the registered person should ensure that staff moved to work in another home are provided with an action</p>	<p>14 September 2025</p>

plan that moves with them, to ensure the safety and welfare of the children.	
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## Recommendations

- The registered person should ensure that medicines are administered in line with the approved policy. Accurate records must be kept of the administration of all medication. In addition, children who wish to keep and take their own medication should be supported to, if they are able to do so safely. ('Guide to the Children's Homes Regulations, including the quality standards', page 35, paragraph 7.15 and 7.16)

## Information about this inspection

The inspector has 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:** SC457318

**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:** Danielle Ross

**Registered manager:** Post vacant

## Inspector

Hannah Spencer-Townsend, Social Care Inspector

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