

2605180

Registered provider: Invigor Adolescent Care Limited

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is operated by a private organisation and provides care for up to 3 children who may experience social and/or emotional difficulties.

At the time of this inspection, there was no registered manager.

There were 2 children living at the home at the time of this inspection.

Inspection date: 17 February 2026

Date of last inspection: 12 November 2025

Judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Information about this inspection

At this inspection, the inspector evaluated:

- the care of children
- the safety of children
- the effectiveness of leaders and managers.

The inspector looked closely at the experiences and progress of children, using the social care common inspection framework. This assurance 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'.

Findings from the inspection

We identified the following serious and widespread concerns in relation to the care or protection of children at this assurance inspection:

- Ineffective safeguarding practice that places children at risk of inadequate protection or significant harm
- Instability in leadership and management
- Poor placement decisions that do not meet children's needs
- Inconsistent staff practice
- Weak allegation management processes
- Poor home environment

There has been no registered manager in post since May 2025, leaving the home without stable or consistent leadership. An interim manager has recently been appointed, however, the new monitoring systems he is introducing are still at a very early stage of development.

Since the last inspection, 2 children have moved into the home. Leaders and managers did not thoroughly assess all known risks and behaviours before the children moved in. They did not demonstrate effective professional curiosity or ensure that placement decisions were well informed. This meant that the suitability of placements was not fully considered and these shortfalls contributed to the breakdown of one child's placement.

Staff hold regular reflective discussions with children following incidents, focusing on the events and the known associated risks. However, despite these conversations, the sessions are not having the intended impact, and the frequency of incidents has continued to increase.

Staff lack the skills to identify and act effectively when there are signs that children are at risk of harm. Lapses in staff vigilance and inconsistent approaches to risk management have contributed to an escalation in serious incidents. As a result, children's safety is compromised and their overall level of risk has increased.

Weak and unclear boundaries, combined with inconsistent practice, mean that children do not receive the structure and routine they need. During the inspection, one child spent the entire day in bed, with little effort or encouragement from staff for them to take part in daily routines or activities. This lack of proactive engagement limits children's opportunities to develop trust in staff and impacts on them forming positive, meaningful relationships.

Leaders and managers failed to follow correct procedures for managing allegations. Concerns were not reported to the local authority designated officer or Ofsted within the required timescales, resulting in avoidable delays to safeguarding responses. When concerns about staff practice have been identified, investigations do not routinely take place. Consequently, leaders miss important opportunities to

safeguard children effectively and to strengthen the quality of care and experiences provided.

Children have access to local health services and staff encourage and support children to attend their health appointments. This includes undertaking direct work to help prepare children and reduce any anxieties they may have. As a result, children are supported to improve their health and overall wellbeing.

The home environment is not consistently well maintained and repairs are not completed in a timely manner. Damage such as broken window restrictors and a hole in the stairwell wall pose safety risks and do not provide children with a secure, safe and homely environment.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
12/11/2025	Full	Requires improvement to be good
23/07/2025	Full	Inadequate
18/12/2024	Full	Requires improvement to be good
27/09/2023	Full	Good

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; 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. (Regulation 12 (1) (2)(a)(i)(iii)(v)(vi)(vii)(b)) In particular, the registered person must ensure that when children make allegations about staff, these are shared with	5 April 2026

the appropriate agencies in a timely manner and there are clear processes to investigate and record any concerns about staff practice. In particular, the registered person must ensure that significant incident records are reviewed thoughtfully and with professional curiosity, to identify learning and improve practice. In particular, the registered person must ensure that children's risk management plans include clear strategies to reduce risks and that staff remain vigilant and consistent in their approach to risk management. In particular, the registered person must ensure that when window restrictors are in use, they are regularly checked to confirm that they are secure and have not been tampered with.	
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 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1) (2)(a)(c)(f)(h))	5 April 2026

In particular, the registered person must ensure that all staff complete refresher training within timescales and remain up to date with all relevant training. In particular, the registered person must ensure that they make better use of monitoring and review systems to support continual development and improvement in the care children receive.	
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. (Regulation 14 (1)(a)(b)) In particular, the registered person must ensure that there are clear processes in place to ensure robust information-gathering is undertaken when considering any new placement. Additionally, the registered person must ensure that the rationale for accepting any placement is clearly recorded, including detailed notes of discussions held with other professionals.	5 April 2026
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 positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— 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. (Regulation 11 (1)(a)(b)(c) (2)(v)) In particular, the registered person must ensure that staff have the confidence and skills to implement appropriate	5 April 2026

boundaries and expectations, to consistently promote children's wellbeing.	
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; 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— 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)(a)(b) (2)(c)(i)(ii)) In particular, the registered person must ensure that the home environment is homely, clean and well cared for and any damage is repaired as quickly as possible.	5 April 2026
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; there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (c)(e))	5 April 2026

Children's home details

Unique reference number: 2605180

Provision sub-type: Children's home

Registered provider: Invigor Adolescent Care Limited

Registered provider address: Warren Bruce Court, Warren Bruce Road, Trafford Park, Manchester M17 1LB

Responsible individual: Sibghat Khan

Registered manager: Post vacant

Inspector

Kimmy Feeley, Social Care Inspector

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