

2735355

Registered provider: THR SERVICES LIMITED

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a small private provider and is registered to provide care for up to 2 children who may have social and emotional difficulties.

The home has had no registered manager since June 2025. Since then, there have been 3 managers. The current manager has applied to register with Ofsted.

The registered provider has appointed a new responsible individual, and Ofsted is currently checking that this person has the relevant capacity, experience and skills to carry out the role.

Since the last inspection, no children have moved in. At the time of the inspection, 2 children were living at the home and did not want to contribute to the inspection. Both children moved out of the home on the same day as the inspection. The children were supported by their key workers to move.

Inspection date: 17 June 2026

This monitoring visit

This visit was carried out to review progress against compliance notices issued following a full inspection carried out at the home. The compliance notices were issued under Regulation 13 (the leadership and management standard) and Regulation 12 (the protection of children standard). At this visit, the steps outlined in the compliance notices had not been met, and therefore further compliance notices have been issued. The restriction of accommodation notice that was issued following the previous inspection remains in place.

Since the last inspection, there have been several changes in leadership and management arrangements. A new manager has been appointed who has plans to implement changes. The responsible individual who was employed at the last inspection has left, and a new responsible individual has been appointed who is also a director of the company. There have been several changes in the staff team, and many staff have either resigned or been dismissed. The staff that remain have been

placed back in their probationary periods. As a result, there continues to be staffing instability across all levels in the home.

Despite a significant level of support provided by the local authority around the day-to-day running of the home, there have been several significant incidents where the safety of children has been impacted. There has been an increase in incidents of one child going missing from home and concerns around criminal exploitation. Following the child's return to the home, staff responses are inconsistent. The previous responsible individual raised concerns about staff falsification of records related to children who were missing from home. The manager was unclear about her responsibility to escalate concerns if children did not receive independent return home interviews.

When a child returned from an incident where they had been reported as missing from care, staff confiscated alcohol from them and then returned it to the child on the same evening. Staff have not shown curiosity when a child returned to the home with high-value items, despite the known risks for the child of exploitation in the community.

There is a policy in the home that states children should never be physically searched by the staff team. However, the manager and staff stated that children could be physically searched should there be any worries that the child was concealing items of concern and if the child consented to being searched. This raises concerns about the manager's and staff's understanding of their policies and safeguarding responsibilities.

Children have made complaints about staff. Leaders have acted in response to these, including referring to external safeguarding agencies as necessary and addressing staff practice. However, leaders do not update children with the outcomes of their complaints.

The new manager has reviewed the home's safeguarding policies and communicated expectations of these in supervision with staff. However, there continue to be shortfalls in staff understanding of their safeguarding responsibilities. A key professional raised concerns that staff reporting of incidents was not in line with safeguarding procedures. There have been incidents related to the exploitation of children that have not been reported to Ofsted in line with regulatory requirements. This relates to an incident referred to by leaders within a different notification that had not been identified as serious, despite relating to concerns regarding exploitation.

Staff have been unable to support children to engage meaningfully in education and daily activities to support their self-care and emotional wellbeing. This means children have been left alone in their rooms for long periods of time or have gone missing from home. Plans for children are not comprehensive and lack detail relating to known locations children may go to when they are missing from care.

Staff inadvertently informed a child that they would be moving out of the home, despite the social worker requesting staff keep this information confidential so they could share it with the child themselves. This caused the child to be upset, and the child contacted a connected person in distress at this news.

Leaders have not undertaken a comprehensive review of previous incidents or reviewed records of children's experiences to ensure accurate recording. Additionally, they have not undertaken a review of the matching process around staff ability to care for a child with significant health needs to identify any lessons learned. A key professional for one child stated that staff do not have the knowledge and skills to be able to support children with complex needs. They said, 'Staff have not been able to support the child to make progress, despite a strong and coordinated network of professionals supporting them.'

Staff have not consistently worked as a team. There have been times when staff have acted inappropriately and have not conducted themselves in a way that promotes the emotional wellbeing of children. Leaders have made referrals to safeguarding agencies in this regard; however, they have not undertaken additional internal investigations in line with advice from external agencies. Leaders have not fully considered how the culture of the home has impacted on the care of children.

Staff have undertaken a large number of training sessions, the majority of which have been completed online. However, this training is yet to be embedded into staff practice, and there continue to be shortfalls in this area. There are some shortfalls in recruitment of leaders, including a lack of references. This is in the process of being addressed by the directors.

Since the last inspection, staff have received supervision and team meetings have occurred. The manager discusses expectations around staff practice in these meetings. However, at times, the manager has raised aspects of shortfalls in individual staff practice during team meetings. There has been no retrospective review of supervision, which impacts on the manager's ability to understand where there may be practice issues between staff and to develop the team to work together positively.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/04/2026	Full	Inadequate
13/05/2025	Full	Good
15/07/2024	Full	Good
23/04/2024	Full	Inadequate

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 with 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; 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)(e)(f)(g)(ii)(h))	17 July 2026

In particular, the registered person must ensure that: staff have supervision regularly in line with the statement of purpose; leaders support staff to work together as a team; staff have training related to the needs of children and this is embedded into practice; staff recordings are accurate and reflect the experiences of children; leaders have effective oversight of all areas of staff practice and the experiences of children; leaders have systems in place to drive improvements within the home. This requirement was set at the last inspection and is restated.	
*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	17 July 2026

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 effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)(e)) In particular, the registered person must ensure that: leaders undertake advice from external safeguarding agencies as necessary; staff understand safeguarding policies in the home; staff follow missing-from-home protocols consistently; independent return home interviews occur when children have been missing from care; risk assessments clearly set out how children's needs will be managed by staff. This requirement was set at the last inspection and is restated.	
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 children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose; that arrangements are in place to—	17 July 2026

ensure the effective induction of each child into the home; manage and review the placement of each child in the home; and 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; that each child's relevant plans are followed. (Regulation 14 (1)(a)(b)(2)(a)(b)(i)(ii)(c)) In particular, leaders should only agree to placements for a child where staff can consistently meet children's needs and where children living in the home are prepared for others moving in. Leaders should ensure that children's plans are robust and that care plans are followed by staff. This requirement was set at the last inspection and is restated.	
The registered person must notify HMCI and each other relevant person without delay if— there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(e)) In particular, leaders should inform Ofsted of serious incidents.	17 July 2026
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—	17 July 2026

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; understand and develop skills to promote the child's well-being; that each child has access to such dental, medical, nursing, psychiatric and psychological advice, treatment and other services as the child may require. (Regulation 10 (1)(a)(b)(c) (2)(a)(i)(ii)(iv)(c)) In particular, ensure leaders and staff understand the health needs of children. This requirement was set at the last inspection and is restated.	
After consultation with the fire and rescue authority, the registered person must— take adequate precautions against the risk of fire, including the provision of suitable fire equipment in the children's home; ensure, by means of fire drills and practices at suitable intervals, that persons working at the home and, so far as reasonably practicable, children are aware of the procedure to be followed in case of fire. (Regulation 25 (1)(a)(d)) In particular, ensure that regular fire drills take place and that staff have a good understanding of how to safely evacuate children. All actions from independent professionals' review of fire should be promptly completed. This requirement was set at the last inspection and is restated.	17 July 2026
The quality and purpose of care standard is that children receive care from staff who—	17 July 2026

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 staff— 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 develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult; 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. (Regulation 6 (1)(a)(b) (2)(b)(iv)(vi)(ix)) In particular, staff should support each child to engage in meaningful daily routines and activities that promote structure, build life skills and prepare them for greater independence. This requirement was set 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 In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— strive to gain each child's respect and trust;	17 July 2026

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. (Regulation 11 (1)(a)(b)(2)(a)(viii)(ix)) Staff should understand the impact of past experiences on children and should seek to develop positive and trusting relationships with children. This requirement was set at the last inspection and is restated.	
The registered person must ensure that an independent person visits the children's home at least once each month. When the independent person is carrying out a visit, the registered person must help the independent person— if they consent, to interview in private such of the children, their parents, relatives and persons working at the home as the independent person requires. (Regulation 44 (1) (2)(a)) This requirement was made at the last inspection and is restated.	17 July 2026
A responsible individual must— have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated. (Regulation 26 (7)(b)) In particular, the responsible individual should have the necessary experience and skills to support the management of the home. This requirement was set at the last inspection and is restated.	17 July 2026
The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child.	17 July 2026

Case records must be kept— in a secure place after the child has ceased to be accommodated in the home. (Regulation 36 (1)(a) (2)(d)) This requirement was set at the last inspection and is restated.	
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*These requirements are subject to a compliance notice.

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 2735355

Provision sub-type: Children's home

Registered provider: THR SERVICES LIMITED

Registered provider address: Room 2 First Floor, Main Road, Middleton Cheney, Banbury OX17 2PW

Responsible individual: Post vacant

Registered manager: Post vacant

Inspectors

Lorna Walker, Social Care Inspector
Dan Griffin, Social Care Inspector

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