

2779719

Registered provider: Compass Social Care Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care for up to 3 children with social and emotional needs and/or learning disabilities.

Since the last inspection, 4 children have moved in and out of the home. No children were living in the home at the time of this inspection.

The manager registered with Ofsted in October 2025.

Inspection dates: 5 and 6 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/or widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded.

Date of last inspection: 4 June 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
04/06/2025	Full	Good

Summary of findings

Following this inspection the home was given the judgement of inadequate overall due to poor safeguarding practice and significant shortfalls identified in help and protection. Leaders and managers do not demonstrate that they have sufficient knowledge and understanding of safeguarding children to keep children safe. This has the potential to leave children at risk of significant harm.

Progress of children who lived in the home varied. Some children experienced placement stability and made progress with their education and family relationships. For other children, their time in the home was short, and this impacted the progress made. The registered manager advocated for additional support to be given to children to support them living in the home. However, decisions were made by the responsible individual for children to move out due to the home not being able to meet the needs of the children.

Inspection judgements

Overall experiences and progress of children and young people: inadequate

The house does not provide a suitable or homely environment. There are damages to walls and flooring throughout, and the bedrooms contained broken furniture and required redecoration. It is acknowledged that no children were living in the home at the time of this inspection and staff are in the process redecorating however there is a lack of resources to provide children with stimulation and entertainment, and it is not in a suitable condition for children to move into.

Records written by staff have not always been documented in a child-friendly way. Some records contain institutional language and show a lack of thoughtfulness about children. Leaders and managers have not ensured that staff understand and consider that such records form part of each child's life story.

3 out of 4 children moved out of the home with short notice as staff were unable to keep them safe or meet their individual needs. For one child the move was planned and followed a period of transition. For other children the short notice moves undermined the ability for proper planning and supporting children to move on to their next home. Staff attempted to support the children in these difficult circumstances and held conversations with the children to inform them of the reasons for them moving. The children were supported to move by their social workers and staff. Managers have completed reflective reviews on these unplanned endings to support their learning.

Staff supported children with their education. However, children's engagement was mixed. Some children had a high sense of engagement and participation. Two children were supported to complete an educational rewards programme and attend

provisions suitable to their needs. One child was not in formal education and was supported by staff with informal home learning.

Children were supported to access activities that reflect their interests. These included stadium tours and visits to the cinema as well as attending football clubs.

Staff support children to see their families and friends. Family members were invited to the home to spend time with the children. This helped the children to maintain links with those people who were important to them.

Staff regularly source children's views. Children's meetings were held that supported children to share their preferences and opinions. Staff helped one child to express to their local authority that they did not want to move out of the home. The support offered by staff helped the child to remain in the home for a longer period.

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

Leaders and managers have not understood their core safeguarding responsibilities. They have not ensured that practices in the home promote children's safety and wellbeing. On occasion, this has placed children at risk of harm.

On one occasion, senior leaders instructed a suspended staff member, who was from another home and who was subject to significant concerns, to work in this home. Whilst a risk assessment was completed, guidance was not sought from the local authority designated officer (LADO) to inform leaders and managers' decision-making when reappointing the staff member to duty. Subsequently, this staff member was suspended from duty again due to further concerns raised.

On another 5 occasions, 3 members of staff who were subject to significant safeguarding concerns continued to work directly with children and attend team meetings. Furthermore, leaders and managers failed to consider safeguarding risk-reduction measures to better keep children safe. These staff deployment arrangements were contrary to information shared by senior leaders with safeguarding partner professionals. Information previously shared with the LADO and Ofsted detailed that all 3 members of staff had been suspended from duty prior to them working in the home. This does not ensure transparency with the LADO and Ofsted regarding safeguarding measures in place. Delays in proactive safeguarding and ineffective information-sharing have the potential to place children at risk of significant harm.

The home has fire prevention measures in place, staff and children are aware of fire safety measures and actions they must take in the event of a fire. However, during the inspection, 2 fire extinguishers that should be present in the hallway and kitchen had been locked away. Records demonstrate that these fire extinguishers had been removed for 2 months. Children's personal fire evacuation plans and internal and external fire risk assessments have not assessed this practice and any risk mitigation arrangements that should be in place.

Staff have used physical intervention on 2 occasions since the last inspection. These were used appropriately as a last resort to manage difficult situations. The child was supported with aftercare and spoken to about the measure. On one occasion, the record was written 7 days after the intervention and after the child made an allegation of harm. As a result, the manager did not review the intervention in a timely manner to ensure it was appropriate, proportionate and fair.

One particularly vulnerable child was subject to a deprivation of liberty court order to ensure their safety. Risk assessments for the child detail that risk reduction measures of locking the external doors and windows at all times should be in place to prevent them from leaving the home unaccompanied by staff. Furthermore, assessments detail that there was a vulnerability of the child leaving the home when their peers, who were not subject to court orders, were leaving the house. On one occasion, staff left the door unlocked following another child leaving the home. Consequently, the child subject to the court order went missing from the home for 2 days. Leaders and managers did not follow the child's relevant plans.

Leaders and managers have not ensured that staff have kept records of environmental restraints, such as when external doors have been locked. The children's local authorities were informed of locking of external doors to ensure the safety of one child. However, permission for these restrictions was not gained from the authority whose children were not subject to court orders. These children were therefore subject to non-approved curtailment of their rights.

Children have regularly gone missing from the home. Staff have followed children's individual missing-from-home plans. While staff searched for children and made contact with relevant professionals, it is not clear what other actions were taken and when police were contacted. This is because records lack adequate detail. The lack of clear recording undermines the manager's ability to understand and monitor staff actions. Furthermore, this potentially undermines professionals' confidence that suitable actions are consistently taken by staff.

The manager has made appropriate referrals for children to access additional support when required. This has included substance misuse referrals and referrals to children and adolescent mental health services to support children's emotional wellbeing.

The effectiveness of leaders and managers: inadequate

Leaders and managers have not ensured that children's safety and wellbeing have been promoted effectively. This has placed children at risk.

Since the last inspection, there have been changes in the management and senior leadership team. The previous registered manager and operations manager left. The suitably qualified new registered manager is supported by an experienced responsible individual.

The registered manager does not always have the autonomy to make or challenge decisions made by senior leaders, regarding the home. This includes decisions in respect of staff deployment that were not in the best interests of children. At times, this has resulted in poor safeguarding decisions and practice.

Feedback from parents and professionals was mixed. One professional reported concern about their child's basic care needs not being met, lack of staff engagement with the child and leaders and managers' poor communication and information-sharing. One parent said that they were happy with the care that their child received. However, they felt staff undertook insufficient work with their child to support them to understand the risks they faced. Other parents and professionals were more positive about the care received by the children and communication they received.

Leaders and managers take concerns seriously and have completed internal investigations when complaints and concerns have been received from external professionals, parents and children. These have been detailed, and lessons learned have been identified by managers to support staff practice. The second part of this paragraph relates to leaders' response to staffing/disciplinary matters and will be moved to follow the safer recruitment paragraph. However, leaders and managers are unable to demonstrate that disciplinary recommendations made, in respect of staff following internal investigation, are followed through. This does not demonstrate that suitable actions are taken in respect of staff practice when there have been concerns. Furthermore, this does not ensure that staff receive the support they need following investigations or that clear disciplinary records are appropriately held for them to refer to.

Team meetings take place regularly and are well attended by staff. Discussions take place about the children and updates to policy. This approach has supported staff to develop their understanding of issues such as the importance of clear recording.

The manager ensures that appropriate safer recruitment checks are carried out to reduce the risk of unsuitable people being appointed as staff working with children. Staff are positive about the support they receive from leaders and managers.

The home's staff have completed the organisation's core training. When leaders and managers have identified that additional training needs to take place, such as substance misuse and behaviour management training, this has been delivered to staff.

The requirement set at the last inspection has been restated. A further 3 requirements have been set at this inspection.

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; 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 effectiveness of the home's child protection policies is monitored regularly. (Regulation 12 (1) (2)(a)(i)(vi)(vii)(b)(e)) In particular: leaders and managers must ensure that risk management plans are followed by staff; leaders and managers must ensure that advice given by the local authority designated officer for safeguarding is followed; leaders and managers must ensure that risk assessments are based on the protection of children;	2 July 2026

leaders and managers must review their own and staff's knowledge and training to ensure staff act in accordance with the home's safeguarding and whistle-blowing procedures. This requirement has been restated.	
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. (Regulation 6 (1)(a)(b) (2)(c)(i))	2 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— details of any methods used or steps taken to avoid the need to use 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; has signed the record to confirm it is accurate. (Regulation 35 (3)(a)(v)(b)(i)(ii))	2 July 2026
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. (Regulation 25 (1)(a))	2 July 2026

Recommendations

- The registered person should ensure that the home's records on each child represent a significant contribution to their life history. They should ensure that staff understand their important role in encouraging the child to reflect on and understand their history and that information and photographs taken of children are always recorded in a way that will be helpful to the child. ('Guide to the Children's Homes Regulations, including the quality standards', page 62, paragraph 14.5)
- The registered person should ensure that records are kept detailing all individual incidents when children go missing from the home (regulation 36 (schedule 3(14))). They should ensure that these records are clear when professionals have been contacted and detail the information in a factual way. ('Guide to the Children's Homes Regulations, including the quality standards', page 45, paragraph 9.31)

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: 2779719

Provision sub-type: Children's home

Registered provider: Compass Social Care Limited

Registered provider address: Business Centre, 8 Madeira Avenue, Leigh on Sea, Essex SS9 3EB

Responsible individual: Wendy Edward-Tsuro

Registered manager: Theodore Bomi-Dore

Inspector

Syvanna Matthew, Social Care Inspector

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