

SC007284

Registered provider: Horizon Residential Children's Home

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned children's home provides care for up to 6 children who may experience social and emotional difficulties.

There were 6 children living in the home at the time of this inspection. Five children were spoken to by the inspector.

The manager is qualified for their role and registered with Ofsted in February 2026.

Inspection dates: 10 and 11 March 2026

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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: 12 March 2025

Overall judgement at last inspection: outstanding

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
12/03/2025	Full	Outstanding
19/03/2024	Full	Outstanding
14/03/2023	Full	Outstanding
08/03/2022	Full	Outstanding

Inspection judgements

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

Too many children have moved on from the home prematurely since the last inspection. In several cases, leaders and managers did not plan effectively enough to give these children the opportunity to settle and experience the stability they needed. However, at the time of this inspection, the six children living in the home reported that they felt settled and secure.

Some children require more support to maintain bedrooms that are clean, comfortable, and suited to their needs. Only one child's bedroom showed any meaningful personalisation. The inspector observed leftover food, scorch marks on furniture, and cigarette ash in some of the children's bedrooms. In addition, two children had bars fitted to their bedroom windows. These issues indicate a significant lack of oversight in this aspect of children's care. The manager has since reviewed the use of window bars and determined that they were unnecessary. As a result, the bars have now been removed.

Staff create a calm and positive atmosphere in the home. However, there are limited opportunities for children to share experiences. For example, how mealtimes are structured means that eating is an isolating experience for some children, with meals being eaten alone in bedrooms. Additionally, the prospect of children sharing activities or having a holiday to look forward to is not openly talked about or planned. This does not support children to invest in living in the home.

Children receive a life story book when they move on from the home. However, the written entries in the children's books are not child centred. Consequently, the love and care that children experience in the home is not meaningfully captured in their life story books.

Staff are interested and curious around learning about children's backgrounds and the children's unique characteristics. As a result, there is a rich sense of cultural appreciation in the home. Diversity is embraced and celebrated. This approach has created a tolerant environment where children are supported to practice their religious beliefs and feel that their difference is welcomed and embraced.

Children are in different places with their learning and access to education. Staff consistently promote the need for children to access education. In doing so, children are making credible progress in their learning and access to education from their respective starting points. Furthermore, staff are supportive of children who are revising for their exams or exploring opportunities in further education.

Staff work effectively alongside children's families. This supports children to work through complex family issues. Furthermore, children's parents are invited to the home

and made to feel welcome. These efforts better support children to strengthen their relationships in their respective family networks.

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

The children's plans associated with risk management are vague. Moreover, staff cannot rely on children's written plans to mitigate high level risks that the manager has identified in the children's lives. For example, plans do not record which 'high risk areas' children should avoid or the process of escalation if rival gang peers attempt to make contact with children. As a result, care practices are not aligned with the manager's analysis of risk. Although there was no identified effect on children, this is a vulnerability that needs to be addressed.

There is an overreliance on the police to locate children whose whereabouts are not known. Furthermore, there is a lack of active curiosity to learn about some of the children's whereabouts and networks in the community. Cumulatively, these issues undermine partner agencies in their collective effort to better understand and manage risk associated with children in the community.

Significant incidents involving children are not reported to Ofsted. Several incidents met the reporting criteria. Although there is good multi-agency collaboration, Ofsted are unable to evaluate the manager's analysis and response to several incidents of concern.

Staff build positive and meaningful relationships with children. When children become agitated and frustrated, staff effectively use their relationship to support children to recover. This contributes to a calmer environment as children learn healthier methods of managing difficult emotions.

Staff show a deep understanding and empathy of the children's situation and circumstances. This has enabled meaningful conversations between staff and children to take place on a variety of sensitive issues. Furthermore, staff understand the need to be role models for children to look up to and emulate.

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

When leaders and managers are planning and reviewing children's care, they do not consistently ensure that children receive individualised care which meets their needs. As a result, there have been 17 different children live in the home since the previous inspection. While some children have left the home in a planned way, others did not benefit from well-planned care that met their specific needs, and they moved out of the home in an unplanned way.

Although the home is sufficiently staffed, there are various examples where leaders and managers needed to better coordinate staff. For example, when children's whereabouts were not known. In these instances, the resources that were available to the manager have not been effectively used.

The independent visitor consistently carries out their role. However, following a visit, the independent visitor does not consistently send their report to Ofsted in a timely manner. Consequently, this disrupts the flow of information and the inspector's capacity to contact the manager to discuss the content of the report in a timely manner.

Social workers and children's parents say that they are well-informed about the child's care. However, weekly reports do not always reflect the actions that staff have taken to address specific events, such as a child having a tattoo. In this instance, the written report reflected a lack of awareness and concern.

Staff are committed to their role and say that they feel supported and valued by leaders and managers. Furthermore, staff say that their training helps them to carry out their role.

What does the children's home need to do to improve?

Statutory requirements

This section sets out the actions that the registered person 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 must comply within the given timescales.

Requirement	Due date
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 staff— 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)) In particular, ensure that children are helped to create and maintain a clean and comfortable bedroom which meets their individual needs.	15 June 2026
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. (Regulation 12 (1) (2)(a)(i)) In particular, ensure that:- there is clear guidance for staff when children's whereabouts are unknown and how to act on information	15 June 2026

from incidents when children have been reported missing to the police.	
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 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; 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)(e)(f)(h)) In particular, ensure that:- • children's written plans and associated risk assessments are aligned with care practices. • when weekly reports are shared with others, such as social workers and parents, they capture clear information about any worries about a child and what action has been taken.	15 June 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;	15 April 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;

must be made or confirmed in writing.

(Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e) (5)(a)(i)(ii)(iii)(b))

Recommendations

- The registered person should promote an ethos where children are encouraged to sit together and eat. Additionally, the registered person should consider the prospect for children to look forward to a holiday or short break. ('Guide to the Children's Homes Regulations, including the quality standards', page 15, paragraph 3.8)
- The registered person should ensure that the undertaking life story work is done with the children in mind. In particular, being mindful of the events in the child's life that are highlighted and using language that children can relate to. ('Guide to the Children's Homes Regulations, including the quality standards', page 16, paragraph 3.14)

- The registered person should ensure that any individual appointed to carry out visits to the home as an independent person must make a rigorous and impartial assessment of the home's arrangements for safeguarding and promoting the welfare of the children in the home's care. In particular, ensure that the independent person's report is submitted to Ofsted in a timely manner. ('Guide to the Children's Homes Regulations, including the quality standards', page 65, paragraph 15.5)

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: SC007284

Provision sub-type: Children's home

Registered provider: Horizon Residential Children's Home

Registered provider address: 46 The Ridgeway, North Harrow, HARROW, Middlesex HA2 7QN

Responsible individual: Mehnaaz Chaudhary

Registered manager: Mark Scott

Inspector

Steve Guirey, Social Care Inspector

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