

SC061878

Headway Adolescent Resources Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is owned by a private provider and offers care for up to four children who experience social and emotional difficulties and/or have additional learning needs.

At the time of this visit, two children were living in the home.

The manager registered with Ofsted in March 2025.

Inspection date: 16 September 2025

This monitoring visit

During the full inspection on 8 and 9 July 2025, Ofsted judged the home to be requires improvement in all areas and seven requirements were made. Following this inspection, a third child was moved into the home, and a serious safeguarding incident occurred. This led to a restriction of accommodation being imposed on the home on 23 July 2025. This monitoring visit was to review the progress made in response to the safeguarding concern and leadership and management shortfalls which led to the restriction.

Leaders and managers have not provided effective oversight of the home. The provider planned to implement additional support to the registered manager and for more robust leadership oversight. However, the oversight was not effective. Despite leaders stating that they have been more present in the home, staff commented on the lack of leadership in the home, and the lack of visibility of senior leaders.

There have been serious safeguarding concerns that have not been shared in a timely way. There is a concern that there is a culture in the home of not reporting concerns. Following the serious incident in July, a further serious incident occurred in August. This was not reported to the child's social worker when it happened and there was a failure to follow safeguarding procedures. This meant one child's risk of

harm was unassessed. Details of the second incident were not known until leaders completed an audit almost three weeks later. As safeguarding procedures were not followed, swift action could not be taken to address concerns and support the child.

One child has moved into and out of the home since the full inspection. The registered manager sought information about this child prior to them moving in. However, they did not liaise with relevant professionals to consider the needs of all children. Areas of concern were not sufficiently explored or assessed to ensure that the dynamics of all children in the home were suitable or safe.

Professionals spoken with said that there are no current concerns surrounding children living in the home and that staff are supportive and are helping children to progress. The children are currently settled. One child said everything in the home is ok, and they confirmed that they are supported by staff.

The communication between the home and external professionals is generally good, and since the serious incidents, leaders have sought external advice when required in a timely manner.

Leaders are currently undertaking an investigation into concerns surrounding poor staff practice and how this contributed to children's negative experiences. Leaders and managers have reviewed the ongoing effectiveness of the home considering the recent challenges. There are clear plans in place to address the issues identified.

The requirements made at the full inspection were not considered at this visit, so they remain in place. The restriction of accommodation will continue.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/07/2025	Full	Requires improvement to be good
20/08/2024	Full	Good
01/02/2024	Full	Good
23/03/2023	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 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 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	1 October 2025

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 should ensure that records are up to date and have clear strategies within them so that staff understand how to support children. Also, the registered manager should have oversight of incidents and key documents. In particular, the registered manager must ensure that all staff complete mandatory training in preparation for supporting children so that staff have the skills to meet children's needs. This includes all staff completing emergency first-aid training so that at least one person on each shift is qualified in first aid. Furthermore, leaders and managers should ensure that they use effective monitoring and review systems, to help them understand where improvements can be made so that standards are raised in order that children experience a good level of care in the home.	
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to achieve the child's education and training targets, as recorded in the child's relevant plans; support each child's learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study; understand the barriers to learning that each child may face and take appropriate action to help the child to overcome any such barriers;	1 October 2025

help each child to understand the importance and value of education, learning, training and employment; promote opportunities for each child to learn informally; maintain regular contact with each child's education and training provider, including engaging with the provider and the placing authority to support the child's education and training and to maximise the child's achievement; raise any need for further assessment or specialist provision in relation to a child with the child's education or training provider and the child's placing authority; help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible; help each child who is above compulsory school age to participate in further education, training or employment and to prepare for future care, education or employment; help each child to attend education or training in accordance with the expectations in the child's relevant plans; and that each child has access to appropriate equipment, facilities and resources to support the child's learning. (Regulation 8 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix)(x)(b)) In particular, the registered person should support staff to provide care to children that promotes their educational attendance and achievement. When children are not attending full-time education, staff should engage children in suitable structured activities that promote their learning and development. This should also support children to build their confidence and help them to reintegrate into formal education.	
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.	1 October 2025

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— 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; that the child’s placing authority is contacted, and a review of that child’s relevant plans is requested, if— the registered person considers that the child is at risk of harm or has concerns that the care provided for the child is inadequate to meet the child’s needs. (Regulation 14 (1)(a)(b) (2)(a)(b)(i)(ii)(iii)(c)(e)(i)) In particular, the registered person should ensure that when children move into the home, he completes a thorough assessment to consider the home dynamics, risks surrounding each child, and the impact of children moving into the home on all children living in the home. Furthermore, the registered manager should ensure that he has information from the local authority so that sufficient planning is completed to prepare for a child moving in and so that staff understand the child’s needs.	
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.	1 October 2025

In particular, the standard in paragraph (1) requires the registered person to— understand and apply the home’s statement of purpose; ensure that staff— understand and apply the home’s statement of purpose; protect and promote each child’s welfare; 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)(a)(b)(i)(ii)(iv)(vi)(ix)) In particular, the registered person should ensure that children are supported by staff to learn and develop skills for independence.	
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;	1 October 2025

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 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. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)) In particular, the registered person should ensure that children are supported to understand online risks and how to keep themselves safe online. Also, the registered person should ensure that staff have the knowledge and skills to understand online safety risks so they can monitor and protect children when using devices with internet access.	
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 (4)(c)(e))	1 August 2025
The registered person must ensure that a record is made of any complaint, the action taken in response, and the outcome of any investigation. (Regulation 39 (3))	1 October 2025

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: SC061878

Provision sub-type: Children's home

Registered provider: Headway Adolescent Resources Limited

Registered provider address: Headway, Malvern View, Saxon Business Park,
Hanbury Road, Stoke Prior, Bromsgrove B60 4AD

Responsible individual: Neil Gray

Registered manager: Darren Williams

Inspector

Emma Fryer, Social Care Inspector

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