

SC475323

Registered provider: Horizon Care and Education Group Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a private company. It provides care for up to 3 children who may experience social and emotional difficulties.

The previous registered manager has not worked in the home since 10 September 2025. An acting manager was in place until 22 October 2025 and the registered manager post has been vacant since 1 November 2025.

The responsible individual post has been vacant since 12 September 2025. A regional operations manager has been overseeing the home during this period.

At the time of the inspection, no children were living in the home.

Inspection dates: 1 and 2 December 2025

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
---	--

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

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

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: 8 September 2025

Overall judgement at last inspection: Inadequate

Enforcement action since last inspection: This children's home was judged inadequate at the full inspection on 8 and 9 September 2025. Ofsted issued 3

compliance notices under Regulation 10, Regulation 12 and Regulation 13. Ofsted also issued a notice restricting accommodation at this home.

A monitoring visit was completed on 22 October 2025. Inspectors found that leaders and managers had met the actions set out in compliance notices for Regulation 10 and Regulation 12. Leaders and managers failed to meet all of the actions set out in the compliance notice for Regulation 13, and this was reissued. At this inspection, leaders were judged to have met the actions set out in the compliance notice for Regulation 13.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
08/09/2025	Full	Inadequate
17/12/2024	Full	Good
02/05/2023	Full	Good
12/07/2022	Full	Good

Inspection judgements

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

Leaders and managers have taken action to address the shortfalls identified at the previous inspection. Due to there currently being no children living in the home, the effectiveness of these measures has not yet been fully tested, and the impact of these changes on the experiences and safety of children could not be fully considered at this inspection.

One child lived at this home since the last inspection. This child left the home 6 weeks ago. This was a planned move to be closer to their home local authority.

During their time in the home, the child formed positive relationships with staff. This helped the child to settle into the home. During discussions with staff, the child shared positive views about the home. They particularly enjoyed all the activities they took part in. These included karaoke, arts and crafts and bowling.

The child continued to make good progress in their education. Staff supported the child to attend school regularly and maintained effective communication with the school.

Staff supported the child with their health needs. Accurate health plans reflected the child's health needs. Staff followed guidance when the child was unwell. This ensured prompt medical treatment for the child when needed.

The move out of the home for this child was at short notice. It was not a decision made by the home. Staff supported the child appropriately when they felt worried about the move. Staff shared the child's views with external agencies and supported them to visit their new home. The child's social worker said, 'Staff worked with the plan and helped with introductions.' This helped to make the move as positive as it could be for the child.

The home has been redecorated and is now a welcoming and homely environment for children to live in.

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

Leaders and managers have taken action to ensure that staff have developed their skills to recognise when children have been harmed or are at risk of harm. The acting manager has reviewed previous safeguarding incidents with staff to reflect on 'lessons learned' and provided step-by-step guidance for staff on what they could do differently. Staff have completed a significant amount of safeguarding training. Clear guidance is now in place for staff to follow in the event of a significant incident. As a

result, staff were able to talk about actions they would take to keep a child safe from harm.

Changes were evident in how staff managed recent safeguarding incidents while the child was living in the home. Staff acted swiftly when there were concerns about the child's emotional wellbeing. They sought medical advice and notified external agencies. In addition, they increased monitoring for the child. This helped to keep the child safe from harm.

Staff spoke to the child regularly about how to stay safe. Discussions took place with the child about how to stay safe online and in the community. The child could speak to staff about any worries that they had. When they did this, staff took their concerns seriously and responded appropriately. The acting manager had oversight of discussions between the child and staff. This ensured that any concerns were followed up by staff as needed and appropriate action taken to safeguard children.

Staff provided the child with consistent boundaries. Positive behaviour was recognised and rewarded. This provided the child with clear expectations and helped them settle. During the time the child was living in the home, there was no use of physical intervention and the child did not go missing.

The home is a physically safe environment. It is currently unoccupied, but staff are completing weekly health and safety checks.

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

An acting manager supported this home for 7 weeks while a child remained living there. During this time, the manager made improvements to the oversight of the home. This ensured that the quality of care in the home improved. The acting manager left the home after the previous monitoring visit was complete. This means that the home has not had consistent management oversight during the past 6 weeks.

The home does not currently have a registered manager or a responsible individual in post. There is a temporary leader in place until a responsible individual has been recruited. The roles are being advertised but the timescales for when these posts will be filled are uncertain. As a result, the home does not have suitable management arrangements. Due to this, the home cannot currently provide good-quality, consistent care to children.

The staff team for this home is currently working in other homes in the organisation. Leaders hold team meetings to support staff to still feel part of the same team. Staff are keen to return to work in this home and are optimistic about the future care they can provide to children.

Staff receive supervision from the deputy manager and managers from other homes. This has not been effectively tracked. This means that one staff member has not had supervision since August 2025. Managers and leaders were uncertain of when other staff had received supervision. When supervision has been held, it is not always suitably detailed or reflective. In addition, most staff have not received an appraisal for over a year. This is a missed opportunity for staff to learn and improve their practice.

Staff were able to share their learning since the last inspection. They could discuss what steps they would need to take to keep children safe during incidents. Staff said that they benefited from training and 'lessons learned' to improve future practice. This learning has not yet been fully tested or embedded. This is because the home has only cared for a child for 5 weeks since the time of the last 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 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	26 January 2026

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, this relates to the home having suitable management arrangements in place to lead the home.	
The registered person must ensure that all employees— undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(a)(b)) In particular, this relates to staff having regular and reflective supervision. This also relates to staff having appraisals each year.	26 January 2026

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: SC475323

Provision sub-type: Children's home

Registered provider: Horizon Care and Education Group Limited

Registered provider address: C/O DWF Company Secretarial Services Limited, 1 Scott Place 2 Hardman Street, Manchester M3 3AA

Responsible individual:

Registered manager:

Inspector

Jenny Smith, Social Care Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2025