

2779064

Registered provider: Icare Solutions Stockport Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is privately owned and is registered to provide care for one child who may experience emotional and/or social difficulties.

The home registered with Ofsted in July 2024. There is currently no registered manager in post.

At the time of this inspection, one child was living at the home.

Inspection dates: 4 March 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 and/or the care and experiences of children and young people are poor, and they are not making progress.

Date of last inspection: 24 June 2025

Overall judgement at last inspection: inadequate

Enforcement action since last inspection:

An assurance inspection was carried out on 10 February 2025. Serious shortfalls were identified in safeguarding practice and leadership and management of the home.

Consequently, following a case review that was held on 11 February 2025, a decision was made to issue a restriction of accommodation. Requirements made at this visit

included Regulation 12 (The protection of children standard), Regulation 13 (The leadership and management standard) and Regulation 37 (Other records).

A monitoring visit was carried out on 16 April 2025. Inspectors found that the provider had complied with the restriction of accommodation notice. However, further concerns were identified. Consequently, following a case review held on 24 April 2025, a decision was made to issue a further restriction of accommodation. The requirements under Regulation 12 (The protection of children standard) and Regulation 13 (The leadership and management standard) had not been met and resulted in compliance notices being issued.

A monitoring visit was carried out on 16 June 2025. This inspection was conducted in response to concerns regarding safeguarding practices, as well as the quality of leadership and management in the setting. Serious shortfalls were identified in safeguarding practice and leadership and management of the home.

Following a case review held on 23 June 2025, a decision was made to complete a full inspection on 24 June 2025. The setting was judged inadequate and suspended with immediate effect. A notice of proposal to cancel registration under the Care Standards Act 2000 section 14(1)(c) was issued on 6 August 2025.

Compliance notices had not been met, and further compliance notices were issued under Regulation 12 (The protection of children standard) and Regulation 13 (The leadership and management standard). Requirements made at this visit included Regulation 5 (Engaging with the wider system to ensure children's needs are met), Regulation 6 (The quality and purpose of care standard), Regulation 11 (The positive relationships standard) and Regulation 33 (Employment of staff).

A monitoring visit was carried out on 8 September 2025. Inspectors identified ongoing concerns relating to the leadership and management arrangements, as well as significant deficiencies in safeguarding. A case review was held on 9 September 2025 to consider the outcome and to monitor the suspension notice. A period of further suspension was issued.

A case review was held on 22 September 2025 to consider written representations submitted by the provider in relation to the notice of proposal to cancel and to consider additional concerns raised. A further monitoring visit was agreed.

A monitoring visit was carried out on 1 October 2025. Written representations were considered, and a further case review was held on 27 October 2025. The provider withdrew their applications to register other settings.

A monitoring visit was carried out on the 19 November 2025. A case review was held, and a decision was made to lift the suspension and to issue a notice of proposal to vary conditions from 3 children to one child.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
24/06/2025	Full	Inadequate
30/10/2024	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Since the last inspection, 2 managers have left their roles. A new manager has been identified. However, their recruitment has not yet been completed. The child has met the prospective manager and reports having positive relationships with the staff team. The child said that they are happy living at the home. This demonstrates that, despite the shortfalls identified, they are able to form trusting relationships with the staff who care for them.

The child's overall experiences are negatively affected because their unplanned move into the home was not in line with the home's statement of purpose, which states that admissions will be carefully planned over a 2-week period. Despite the home recently returning from a period of regulatory suspension due to serious shortfalls, this child was admitted over a single weekend, offering no meaningful planning or preparation.

Although the child's needs were known, most staff had not been trained in the provider's model of care and had not received training in key areas, such as oppositional defiance disorder. As a result, staff do not have the skills or knowledge required to provide informed and consistent care. This limits the child's ability to feel secure, understood and supported to make positive progress.

The child is not supported to engage in day-to-day educational activities. There is no evidence that staff provide consistent encouragement, routines or practical help to promote learning. This limits the child's opportunities to build skills, develop confidence and make progress in line with their potential.

The child's need for clear structure and predictable routines is not being met. Although these needs have been identified, there is no evidence that staff consistently follow or embed them in daily practice. This reduces the child's sense of stability and contributes to unsettled day-to-day experiences in the home. The child has been supported to decorate and personalise their bedroom to reflect their likes. This is a nice space and is decorated well. The child has been provided with new furniture and accessories they have chosen, such as lighting. However, there are shortfalls in communal areas of the home with marks, dirt and writing on the wall. This does not support the child to feel valued.

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

The child is not being helped or protected effectively. Significant risks are not fully identified, and essential guidance for staff is missing. As a result, staff do not have the clear information they need to recognise, respond to or mitigate safeguarding concerns. The child does not benefit from clear procedures outlining how staff should manage allegations or other serious incidents. This leaves the child vulnerable to harm and demonstrates serious weaknesses in the safeguarding arrangements at the home.

Staff do not demonstrate professional curiosity when safeguarding concerns are evident. For example, staff did not respond appropriately when the child informed them that they were going to buy a watch. Staff later observed the child travelling into the town centre and did not carry out basic checks. They did not visit the area the child had mentioned or follow up with the shop where the child had previously exchanged items for money. This lack of proactive safeguarding demonstrates a failure to explore potential risks or understand the child's circumstances. This significantly increases the child's exposure to criminal exploitation and reflects weaknesses in staff practice and oversight.

Serious incidents are not notified to the regulator as required. An incident involving a knife was not reported, meaning that opportunities for external oversight and scrutiny were missed. This failure to follow statutory requirements prevents the regulator from monitoring serious concerns and demonstrates weak safeguarding practice and ineffective management oversight. As a result, the child is not protected by the appropriate regulatory monitoring.

Records do not provide an accurate account of events. On one occasion, staff physically held the child. This was not clearly recorded, and the child did not have the opportunity to discuss or understand what had happened. In addition, there was no clear management oversight of the incident. Such omissions undermine staff practice, prevent effective review and learning and mean that the child is not protected by accountable and transparent recording.

The child was placed at increased risk due to staff uncertainty and limited safeguarding skills. Staff gave the child access to a mobile phone with internet access despite the significant vulnerability this posed in relation to exploitation and grooming. Although the manager later addressed reduced risks by changing the internet password, this does not provide sufficient assurance that children are safeguarded.

The effectiveness of leaders and managers: inadequate

There has been a high turnover of staff, and the provider has not been open in sharing essential information needed for the regulator to understand what is happening for children and staff. Despite being subject to compliance measures and having their conditions varied from caring for 3 children to one, key information was only disclosed when specifically probed. This included details about staff leaving and the manager's limited visibility in the home, which prevents the regulator from understanding whether children are being cared for safely and consistently.

The provider stated that a member of staff remained employed, although an exit interview had already been completed confirming they had left. This inconsistency raises concerns about the accuracy of workforce information and the provider's oversight of staffing changes.

The provider did not inform the regulator that the manager was absent from the home shortly after the child moved in. This only became known when the area manager

explained that they had been brought into the service to address what was described as 'turmoil', including experienced staff leaving and the manager's absence at a crucial time. Given that the home had only recently reopened following a period of suspension, the lack of timely information prevents the regulator from understanding how leadership capacity was being maintained during this period of instability.

There are longstanding concerns about the provider's lack of transparency, including occasions when records are believed to have been falsified and important information has only been shared when challenged. This lack of openness has continued despite compliance measures and reduced conditions.

The culture in the organisation is closed, and multiple whistleblowing concerns have raised consistent issues relating to children's safety and the quality of leadership. Staff turnover remains high, and frequent changes in managers have resulted in the home lacking stable and effective leadership. This instability directly affects the child, who is being cared for by staff with limited experience in meeting their complex needs. Staff were not prepared or suitably trained when the emergency placement was made, which has further compromised the child's safety and overall experiences. This demonstrates significant weaknesses in organisational culture, safeguarding practice and management oversight.

These repeated shortfalls mean that the regulator cannot be assured that the provider is acting openly or prioritising children's safety, welfare and stability. The lack of transparency and high staff turnover undermine children's experiences and leave staff without the leadership and support they require to deliver safe and effective care.

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; have the skills to identify and act upon signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other; 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 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)(iv)(v)(vi)(vii)(b)) In particular, the registered person must ensure that staff have the knowledge and skills to safeguard children effectively and show professional curiosity during incidents, complete accurate records, verify children's accounts and make appropriate enquiries when there are indicators of potential risk.	10 May 2026

*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; 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)(h)) In particular, the registered person must ensure that there is clear oversight of incidents and children's records to review the quality of care and address and identify shortfalls. Leaders and managers must ensure that staff receive training that is specific to children's needs and evaluate the effectiveness of this on staff practice.	10 May 2026
*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))	10 May 2026
*The care planning standard is that children—	10 May 2026

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 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. (Regulation 14 (1)(a)(b) (2)(b)(i)(ii)(iii)) The registered person must ensure that assessments of children's suitability to live at the home are carefully considered alongside the staff's skills, experience and ability to meet their needs.	
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;	10 May 2026

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. (Regulation 8 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix))	
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; and 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— provide to children living in the home the physical necessities they need in order to live there comfortably. (Regulation 6 (1)(a)(b) (2)(vii)) Specifically, attention is needed to ensure that the home is maintained to an appropriate standard for the children to live in, such as through redecoration.	10 May 2026

Schedule 4 sets out the other information that the registered person must keep in relation to a children's home. The registered person must— maintain in the home the records in Schedule 4; ensure that the records are kept up to date; and retain the records for at least 15 years from the date of the last entry. (Regulation 37 (1) (2)(a)(b)) In particular, the registered person must maintain an accurate copy of the staff duty rota detailing all relevant information of persons working in the home.	10 May 2026
The registered person may only use devices for the monitoring or surveillance of children if— the monitoring or surveillance is for the purpose of safeguarding and promoting the welfare of the child concerned, or other children; the child's placing authority consents in writing to the monitoring or surveillance; so far as reasonably practicable in the light of the child's age and understanding, the child is informed in advance of the intention to do the monitoring or surveillance; and the monitoring or surveillance is no more intrusive than necessary, having regard to the child's need for privacy. This regulation is subject to any monitoring or surveillance requirements imposed by a court. (Regulation 24 (1)(a)(b)(c)(d) (2))	10 May 2026

*These requirements are subject to a compliance notice.

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: 2779064

Provision sub-type: Children's home

Registered provider: Icare Solutions Stockport Limited

Registered provider address: 101 Wellington Road North, Stockport SK4 2LP

Responsible individual: Bahisa Khojani

Registered manager: Post vacant

Inspectors

Nicola Forrester, Social Care Inspector

Kelly McCurdy, Social Care Inspector

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