

2786434

Registered provider: Solace Care Redbridge Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home registered with Ofsted on 31 July 2024 and is privately operated. It provides care for up to 4 children who experience social and emotional difficulties.

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

The provider appointed a new manager in February 2026. The manager has withdrawn their application to register with Ofsted.

Inspection dates: 10 and 11 June 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	inadequate
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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: 29 September 2025

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
29/09/2025	Full	Requires improvement to be good
21/01/2025	Full	Good

Summary of findings

Leadership and management of the home are inadequate. Poor management oversight means that staff are not properly trained or supported to care for the child, and shortfalls in safeguarding practice are not addressed in a timely manner. The child's experiences in the home are limited, as their views and wishes are not always considered. Despite this, the child's social worker provides positive feedback about staff communication, and the child is making progress in areas such as education and health.

Inspection judgements

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

Shortfalls in planning, gaps in staff training and ineffective monitoring systems have limited staff's ability to consistently provide safe and nurturing care for the child.

Since the last inspection, one child has moved into the home. Leaders and managers did not fully consider whether staff had the necessary skills and capacity to meet the child's needs. They acknowledge that the staff team does not reflect the child's cultural identity, which limits opportunities for the child to seek support from staff who they can identify with or relate to.

The child's wishes and feelings are not always explored, and their voice is not consistently reflected in their records. The child does not feel that their concerns will be taken seriously, stating, 'There is no point in complaining, as no one believes me anyway.' Consequently, opportunities for leaders to understand and respond to the child's experiences are sometimes missed. The child has expressed a wish to see a friend, but there is limited evidence that staff keep them informed about any progress in response to this request. The child's advocate has also raised this concern.

Activities available to the child are limited to shopping trips and occasional visits to the cinema. Staff are not proactive in identifying opportunities for the child to thrive in the community.

Despite these shortfalls, the child is making some progress in education and is engaging in online learning. During this inspection, the child visited a potential school with staff. The virtual school responsible has commended staff for their proactive efforts to identify a suitable education placement and to help overcome barriers.

The child is encouraged to engage with healthcare services. They attend appointments with their GP, dentist and optician, and they also participate in sessions with an art therapist.

The home is spacious, and communal areas are well decorated. The child's bedroom is personalised to reflect their tastes.

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

Poor management oversight of staff practice affects the safety and wellbeing of the child in the home.

Staff take an inconsistent approach to managing behaviour, which sometimes leads to avoidable incidents. The child's behaviour management plan is generic and lacks detailed strategies to support them effectively. Although staff refer to the PACE model of care, this is not consistently reflected in their practice.

Physical intervention is rarely used; however, when it has been used, staff have contributed to the escalation of the situation. Records of physical interventions are sometimes unclear. While the child is always offered a debrief, staff are not. This is a missed opportunity to support staff in improving their understanding of risk management and effective ways to support the child.

Risk assessments do not provide clear guidance to help staff keep the child safe. For example, although there are known concerns about self-harm and ligature risks, the strategies for managing these risks are unclear. A ligature risk was observed in the child's bedroom, yet staff have removed other, less relevant items to safeguard the child.

Staff hold regular discussions with the child to help them understand the risks they face. The child is currently subject to a deprivation of liberty order, and staff ensure that they are well supervised. The child does not go missing from the home.

The effectiveness of leaders and managers: inadequate

Leaders and managers have been ineffective in making sustained improvements to the home. A responsible individual has been appointed, and the regulator is currently assessing their suitability.

Staff do not have suitable forums to support them with their practice. Not all staff have completed mandatory training or received training to meet the child's specific needs. In addition, not all staff have achieved the required qualification in residential childcare within the timescales set out in The Children's Homes (England) Regulations 2015.

Supervision records lack clear timescales for actions, and the manager's supervision fails to sufficiently address concerns identified. Appraisals do not take place annually. Team meetings are inconsistent in reviewing previous actions and lack reflective discussion about staff practice.

The quality of management oversight is poor. The manager's audits fail to provide insight into the shortfalls in the home. The responsible individual's oversight is largely based on the manager's findings, with limited independent verification of practice in the home. While the manager queries the effectiveness of the independent visitor, this has not been

challenged. The manager is overseeing another home in the provider group despite being in their probation period. Oversight of the child's records is weak. For example, some incident and physical intervention records do not clearly detail the sequence of events.

Leaders have not submitted an updated statement of purpose to Ofsted. The current document does not reflect changes in leadership, provide accurate information about the staff, or clearly outline the home's approach to working with children. These shortfalls limit the regulator's ability to maintain effective oversight.

Leaders and managers do not maintain records of how external complaints are managed. When concerns arise regarding poor staff performance, responses are inconsistent. In addition, gaps in employment histories are not always explored before staff begin working in the home.

There are concerns about the provider's financial viability to deliver stable care for the child. During this inspection, staff raised concerns about an insufficient budget to cover the cost of food.

Despite these shortfalls in leadership and management, the child's social worker reports positive communication with leaders, including weekly meetings to discuss the child's 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— have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person. (Regulation 12 (1) (2)(a)(iii)(v)) In particular, leaders and managers must ensure that safeguarding documents, such as children's behaviour plans and risk assessments, support staff's response to risk. Additionally, leaders and managers must ensure that staff apply their understanding of behaviour management in practice. Furthermore, leaders and managers must ensure that staff have regular opportunities to reflect on their safeguarding practice.	17 August 2026
The children's views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to—	17 August 2026

ensure that staff— ascertain and consider each child’s views, wishes and feelings, and balance these against what they judge to be in the child’s best interests when making decisions about the child’s care and welfare; help each child to express views, wishes and feelings; help each child to understand how the child’s views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child; regularly consult children, and seek their feedback, about the quality of the home’s care. (Regulation 7 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)) In particular, leaders and managers must ensure that children’s wishes and concerns are thoroughly explored. Children must be given the opportunity to understand the reasons why certain decisions are made about their lives.	
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. 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. (Regulation 14 (1)(b) (2)(a)) In particular, leaders and managers must ensure that effective planning is in place when children move into the home. This includes careful consideration of the suitability of the placement and the staff’s ability to meet the child’s needs. It should also include consideration of the child’s cultural needs and whether these can be appropriately met by staff. This requirement was raised at the last inspection and has been restated.	17 August 2026

The enjoyment and achievement standard is that children take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, cultural, intellectual, physical and social interests and skills. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— develop the child’s interests and hobbies; participate in activities that the child enjoys and which meet and expand the child’s interests and preferences; and make a positive contribution to the home and the wider community; and that each child has access to a range of activities that enable the child to pursue the child’s interests and hobbies. (Regulation 9 (1) (2)(a)(i)(ii)(iii)(b))	17 August 2026
The registered person must maintain records (“case records”) for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date. (Regulation 36 (1)(a)(b)) In particular, leaders and managers must ensure that the child’s records are detailed and clear. The child’s voice must be evident in their records.	17 August 2026
The registered person must operate a disciplinary procedure which, in particular— provides for the suspension from work of an employee if necessary in the interests of the safety or welfare of children. The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience; and	17 August 2026

have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (2)(a) (4)(b)(c)) In particular, leaders and managers must ensure that there is a consistent approach to managing poor staff performance. Additionally, leaders and managers must ensure that staff receive regular supervision that supports their development. Furthermore, leaders and managers must ensure that all staff receive an annual appraisal.	
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; 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)(c)(f)(h)) In particular, leaders and managers must ensure that: the home is monitored effectively so that improvements can be implemented in a timely manner;	17 August 2026

discussions with staff include meaningful reflection on practice; independent person visits are purposeful and used to drive improvement in the home; the home remains financially viable in order to deliver stable care to children; all staff are up to date with mandatory training, as well as training specific to children's needs and the home's approach.	
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)) In particular, leaders and managers must ensure that clear records are maintained of complaints, including the actions taken and the outcomes.	17 August 2026
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The requirements are that— the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained— the Level 3 Diploma for Residential Childcare (England) ("the Level 3 Diploma"); or a qualification which the registered person considers to be equivalent to the Level 3 Diploma. The relevant date is— in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home. (Regulation 32 (1) (3)(b)(d) (4)(a)(b) (5)(a))	17 August 2026

In particular, leaders and managers must ensure that they are confident that safer recruitment procedures are being adhered to.

Furthermore, they must ensure that staff achieve the relevant qualification within the expected time frame.

Recommendation

- The registered person should ensure that the home's statement of purpose meets regulatory requirements and is up to date. ('Guide to the Children's Homes Regulations, including the quality standards', page 53, paragraph 10.10)

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: 2786434

Provision sub-type: Children's home

Registered provider: Solace Care Redbridge Limited

Registered provider address: Unit 2a, 420 Eastern Avenue, Ilford, Essex IG2 6NQ

Responsible individual:

Registered manager: Post vacant

Inspectors

Chelsea Agyeman, Social Care Inspector
Kay Barnett, Social Care Inspector

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