

2808006

Registered provider: Cohen Care Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This privately owned home provides care for up to 3 children who may experience social and emotional difficulties.

There were 3 children living at the home at the time of the inspection.

The manager has been registered with Ofsted since November 2024.

The registered provider has recently appointed a new responsible individual, and we are currently checking this person has the relevant capacity, experience and skills to carry out the role.

Inspection dates: 29 and 30 April 2026

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: 29 April 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
29/04/2025	Full	Good

Summary of findings

The registered manager has been without support from a responsible individual and deputy manager until recently, which has made it harder for children to get the care and support they need to thrive.

The frequency of calls to the police to support the management of incidents has increased and has led to children's arrests. There are gaps in the management oversight for missing-from-home incidents, complaints and allegations, alongside the need for more robust checks for recruitment of staff. The cleanliness of the home environment has not been consistently maintained nor has damage been repaired in a timely way.

Staff speak positively about the support they have received from the manager, and children have experienced a variety of activities to support their interests. However, 2 children do not have formal education in place.

Inspection judgements

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

Children have experiences that vary in quality. Although they have made some progress during their time at the home, they have not been provided with all the support that they need to make consistently good progress from their starting points.

Children's hobbies and interests are nurtured. Staff speak to children about the interests they would like to pursue and provide opportunities for children to access a range of community-based and social activities. This enables children to have fun, build confidence and feel more settled. One child spoke positively about their hobbies and birthday celebrations.

Children are not yet making consistent progress in relation to their attendance and achievement in education. Staff have been creative in supporting children to develop their talents and interests and link this to learning opportunities in the absence of formal educational placements. However, one child has been waiting for a significant period for an education placement that meets their needs.

The cleanliness of the home is not consistently good, and some areas, including communal spaces, have not been well maintained. The manager has made arrangements for remedial work to repair broken windows in the property and to secure the downstairs toilet to the floor. However, the environment is not consistently conducive to promoting children's wellbeing, nor does it help them to develop a sense of ownership and belonging.

Engaging with a therapist has been a positive opportunity for children to access support. This professional uses informal opportunities to build relationships with the children, such as playing football and games in the garden.

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

When children engage in behaviours such as going missing or causing damage in the home, staff have been unable to deter or reduce these behaviours effectively. This has disrupted children's stability, progress in education and, in some cases, has precipitated children moving on from the home.

Staff use physical interventions as a last resort. Managers ensure that the use of any measure is proportionate and necessary, with learning considered as part of their oversight. However, staff are not always able to manage children's behaviour or de-escalate violence effectively. Staff disproportionately rely on police to respond to incidents, leading to some children being arrested.

Children know how to make a complaint. However, not all complaints have been reviewed by the manager. This means that there have been missed opportunities to identify further learning and seek the views of the children about their experiences.

Staff are diligent in administering medication, and errors are extremely rare. Since the last inspection, only one minor error has occurred, with no negative impact on the child involved.

Staff respond effectively to address bullying when it is reported by children. Following one incident, staff used a presentation to encourage children to discuss and reflect on the impact of bullying. Staff delivered these messages to the children in a sensitive and child-centred way.

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

During this period, there have been changes in the management team and some staff vacancies. Although things have now stabilised and the registered manager has support from a newly appointed deputy, this period of disruption contributed towards inconsistencies in the care provided to children.

Management oversight is not consistently strong. This has led to omissions in staff training and has limited how effectively learning from significant incidents is applied to staff practice. Leaders understand the shortfalls and have plans to address them.

The staff team has grown; however, the managers' safer recruitment practice is not yet robust enough. They have not always obtained a full employment history for new staff. The manager is aware that this needs to be addressed in order to prevent the risk of unsuitable people gaining employment.

The manager is passionate about providing positive experiences to the children and is ambitious about children's progress. Staff consistently report feeling well supported by the management team and express genuine enjoyment in working at the home. Staff benefit from regular and effective supervision, which is complemented by team meetings. This reinforces the sense of support that staff feel and promotes ongoing professional development. As a result, staff feel appreciated and valued.

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 positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding; de-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (1)(a)(b)(c) (2)(a)(iv)(v)(xi))	30 June 2026
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; if the individual satisfies the requirements in paragraph (3). The requirements are that—	30 June 2026

full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a) (3)(d)) In particular, the manager must ensure that all checks under schedule 2 have been received, including a full employment history, together with a satisfactory explanation of any gaps in employment, in writing.	
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; 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 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)(f)(g)(i)(ii)(h))	31 July 2026
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;	31 July 2026

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—

ensure that the premises used for the purposes of the home are designed and furnished so as to—

meet the needs of each child;

and enable each child to participate in the daily life of the home.
(Regulation 6 (1)(a)(b) (2)(c)(i)(ii))

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: 2808006

Provision sub-type: Children's home

Registered provider: Cohen Care Ltd

Registered provider address: 268 Bath Road, Slough, Berkshire SL1 4DX

Responsible individual:

Registered manager: Latoya Rochester

Inspector

Maria Calway-Kennedy, Social Care Inspector

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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

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