

SC484402

Registered provider: Footsteps to Futures Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home provides care and accommodation for up to three children and young people. The children and young people may have emotional and/or behavioural issues. A new manager has recently been registered by Ofsted.

Inspection dates: 3 to 4 September 2019

Overall experiences and progress of children and young people, taking into account **good**

How well children and young people are helped and protected good

The effectiveness of leaders and managers good

The children's home provides effective services that meet the requirements for good.

Date of last inspection: 13 June 2018

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection:

A monitoring visit was carried out on 14 February 2019 in response to a number of complaints received by Ofsted about the quality of care at the home. Several shortfalls were identified. A compliance notice and restriction notice were issued.

The compliance notice required managers to take the following steps:

- Put in place effective systems to monitor, record and review care in the home, and then act promptly on shortfalls identified
- Ensure that staff on every shift have the experience, qualifications and skills to

meet the needs of each child

- Put systems in place to ensure that children receive continuity of care. When care is disrupted, ensure that children are provided with appropriate support.

A further monitoring visit was carried out on 4 April 2019. It was assessed that the compliance notice had been met and improvements were identified. Due to the improvements noted at this visit, the restriction notice was lifted.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
13/06/2018	Full	Requires improvement to be good
25/04/2018	Full	Inadequate
01/08/2017	Full	Good
12/01/2017	Interim	Sustained effectiveness

What does the children's home need to do to improve?

Recommendations

- The importance of understanding who we are and where we come from is recognised in good social work practice, for example through undertaking life story work or other direct work. Staff in children's homes should play a full role in work of this kind. ('Guide to the children's homes regulations including the quality standards', page 16, paragraph 13.14)

Inspection judgements

Overall experiences and progress of children and young people: good

Since the last inspection, significant changes have been made by the provider in relation to the staff team and management. Children have moved on from the home, and the majority of staff are new. The new manager has supported the team to become more stable, which has contributed to positive outcomes for children.

From their starting points, children have made significant progress. Staff have supported children to make progress in a relatively short period of time. Children are supported to develop trusted and positive relationships with staff and they receive safe and nurturing care.

Children are supported well with their emotional health and well-being needs. One child has engaged with specialist support services, which has had a positive impact on her. A social worker said: 'She has made huge improvements since being placed here.'

Staff carry out good-quality direct work with children. A myriad of topics are covered with skill and creativity. This work supports children in all matters relating to their lives. Communication and participation with children are central to the work that staff do. Children say that they feel listened to and are involved in their care planning arrangements.

One child was supported to maintain their educational provision despite this being some distance away. Staff understand the importance of stability and consistency for children.

Children are supported well with their social and emotional needs. Children are encouraged to develop the skills to meet their own personal care needs and to become more independent. Children are also supported to develop social skills.

Staff offer practical and emotional support to help children to maintain relationships with people who matter to them.

Understanding children's experiences and their life story, in the context of their

experience of being in care, is important. One child could have been better supported in relation to issues that he had regarding his last placement. Staff would also benefit from a fuller understanding of children's educational backgrounds to inform future educational planning.

Incidents of challenging behaviour have reduced, and staff have managed incidents appropriately. Staff immediately put plans in place to address potential risks and behaviours. There is a clear emphasis on good post-incident analysis and review and there is positive learning following incidents.

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

Children who have previously had a high level of going missing or who have been exposed to a high risk of child sexual exploitation receive effective support. Staff ensure that strategies are in place to reduce risks in a timely manner.

Children are supported to develop positive relationships, and this has an effect on their relationships with peers. Children who have previously experienced difficulties with peer relationships have developed positive relationships with their peers at the home.

Staff understand the risks associated with online activity and the use of social media. Plans are in place to support children using the internet.

Staff provide children with nurturing care. This has helped children to feel safe and able to share their current and historical concerns.

Children who have previously been at risk of social isolation have been supported to develop their social skills and in turn this has been emotionally beneficial.

Risk assessments and other documents are improved. They are now clear and fully identify children's histories, known risks and the best way for staff to respond to behaviours. Improved management monitoring systems are in place. The staff team is familiar with the risk assessments and record information clearly.

The effectiveness of leaders and managers: good

The manager and deputy manager have worked hard to address the previous shortfalls. All of the requirements and recommendations made at the last inspection are now met. In addition, issues raised at the monitoring visits have also been addressed. Managers have been successful in turning the service around and there is evidence of improved outcomes for children in their care.

The registered manager is a strong advocate for children. She understands the needs of the children in her care and acts in their best interests. Carefully considered transition planning and multi-agency work take place prior to children moving into the home.

The manager is realistic and understands what she needs to do to continue improving

the home. She has remained determined to improve outcomes for children. Leadership and management have been strengthened through the appointment of an experienced deputy manager. The managers work well together. They implement sound management systems that have built a firm foundation for moving the service forward.

Staff said that they feel very supported by managers. A new member of staff said: 'I have never had this level of support. I love working here.' A member of staff who has worked for the organisation for some time noted positive changes in the leadership and management of the home. She said: 'I feel that I can raise any concerns with managers and that these will be taken seriously.'

Staff receive regular supervision and are provided with good training opportunities. Probationary periods and inductions are positive and effective.

Stakeholder feedback is highly positive, particularly regarding communication. For one child, this has led to key evidence being provided towards an ongoing police investigation. The child's social worker reported that the child has undergone a complete transformation since moving to the home. Agencies have commented on the positive relationships between children and staff, and how well staff advocate for the children in their care.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

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: SC484402

Provision sub-type: Children's home

Registered provider: Footsteps to Futures Limited

Registered provider address: Unit 3, ALB Enterprise Park, 170–180 Carlton Road, Nottingham NG3 2BB

Responsible individual: Joseph Rafter

Registered manager: Donna Francis

Inspector

Bev Allison: 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 <http://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 <http://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: <http://www.gov.uk/ofsted>

© Crown copyright 2019