

2730637

Registered provider: Support and Sustain Care Ltd

Assurance inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned by a private organisation. It provides care for up to four children who have had adverse childhood experiences that have led to associated trauma and social and emotional difficulties.

The manager is also a director in the company. She took on the day-to-day management role in February 2025 and has applied to register with Ofsted.

At the time of the inspection, two children were living in the home. They were both present and spoken with during the inspection.

Inspection date: 13 August 2025

Date of last inspection: 15 April 2025

Judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: not applicable

Information about this inspection

At this inspection, the inspector evaluated:

- the care of children
- the safety of children
- the effectiveness of leaders and managers.

The inspector has looked closely at the experiences and progress of children, using the social care common inspection framework. This assurance 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'.

Findings from the inspection

We identified serious and widespread concerns in relation to the care or protection of children at this assurance inspection.

There has been a significant increase in incidents since the last inspection. This has led to fractured relationships between the children and, on occasions, has resulted in children harming each other. As a result, children said that they do not feel happy or safe living in the home. Managers and staff have not taken effective action to repair relationships, protect children or keep them safe.

Care planning and assessment processes are poor. Managers do not consistently assess the potential impact of children moving into the home on children already living in the home. As a result, decisions are made without full consideration of the compatibility of children's needs, risks and behaviours. Managers have served notice on one child's time in the home as they are unable to meet the child's needs and children have been exposed to harm. Poor planning compromises children's safety and prevents them from experiencing stability and continuity of care.

Staff training is ineffective and does not equip staff to meet children's individual needs or keep them safe. There has been a high number of incidents that staff have struggled to manage. In response, staff have resorted to separating children within the home, with children now living in different areas and internal doors being locked. This reactive and restrictive practice does not demonstrate that staff can safeguard children effectively. Moreover, it undermines children's sense of safety and belonging in their home environment.

Managers do not work with partner agencies effectively to improve the quality of care received by children. For example, the manager has failed to escalate concerns about one child's increasing risks and vulnerabilities. There has been a lack of joined up working to try and provide stability for the child. This has compromised children's safety and well-being.

Staff respond quickly when children go missing or are away from the home without authority. They search for children and work with the local police until children are found. When children return, staff warmly welcome them. However, when risk has increased, the manager was not aware of and did not follow the local authority's missing-from-care escalation process. This does not give assurances that the manager is always aware of her safeguarding responsibilities to work with partner agencies to reduce children's risks.

The home's physical environment requires improvement. While managers have a plan in place to repair damage caused following incidents, some areas of the home look tired and unkempt. For example, one of the children's showers was dirty and their bedroom was very untidy, broken blinds and had minimal furniture. This does not provide children with a welcoming and comfortable environment to live in.

The manager takes prompt action when children raise concerns or complaints. She ensures that information is shared with appropriate professionals to ensure that children are protected from harm. However, while the manager does ensure that children are informed of outcomes, both verbally and in writing, the language used in written responses to children is not always therapeutically informed or consistent.

Repeated breaches of regulation undermine confidence in the leadership and management of the home. Despite previous concerns being raised, managers have not taken effective action to secure the necessary improvements to the quality of care. As a result, Ofsted does not have assurance that leaders have the capacity to drive and sustain change. At this inspection, one additional requirement and one recommendation were raised.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/04/2025	Full	Requires improvement to be good
02/07/2024	Full	Inadequate
13/11/2023	Full	Requires improvement to be good

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

Statutory requirements

This section sets out the actions that the registered person 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 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; and understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person. (Regulation 12 (1) (2)(a)(i)(iii)(v)) In particular, the registered person should ensure that staff are equipped with the skills to assess children's risks effectively and take action to reduce risks to children. This also refers to the registered person's understanding and the actions to take when she has identified concerns for the safety and welfare of children. This requirement was raised at the last inspection and has been restated.	3 October 2025
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	3 October 2025

promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— 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; 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)(d)(e)(f)(h)) In particular, the registered person must ensure that the staff have the appropriate knowledge, experience and skills to effectively meet children’s needs. This also relates to the registered person ensuring that if there are concerns about children’s safety she raises this immediately with the local authority. Part of this requirement was raised at the last inspection and has been restated.	
The care planning standard is that children— receive effectively planned care in or through the children’s home. In particular, the standard in paragraph (1) requires the registered person to ensure— that each child’s relevant plans are followed; that the child’s placing authority is contacted, and a review of that child’s relevant plans is requested, if— the registered person considers that the child is at risk of harm or has concerns that the care provided for the child is inadequate to meet the child’s needs; and	3 October 2025

the child is, or has been, persistently absent from the home without permission. (Regulation 14 (1)(a) (2)(e)(i) (ii)) In particular, the registered person must ensure that when considering admitting new children, managers must ensure that they have fully assessed all the child's needs and considered the impact that the child will have on the existing children living in the home. In addition, the registered person must ensure that they are familiar with and follow local authority escalation procedures when children are missing from the home. Part of this requirement was raised at the last inspection and has been restated.	
In meeting the quality standards, the registered person must ensure that staff— seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans; seek to secure the input and services required to meet each child's needs; if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans; and seek to develop and maintain effective professional relationships with such persons, bodies or organisations as the registered person considers appropriate having regard to the range of needs of children for whom it is intended that the children's home is to provide care and accommodation. (Regulation 5 (a)(b)(c)(d)) In particular, the registered person should ensure that they work in partnership with the placing authority to meet children's needs and share any concerns in relation to the expectations placed on them. The registered person should be proactive in sourcing services to meet the child's needs. This requirement was raised at the last inspection and has been restated.	3 October 2025

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; 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— understand and apply the home’s statement of purpose; ensure that staff— provide to children living in the home the physical necessities they need in order to live there comfortably; 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)(a)(b)(vii)(c)(i)(ii)) In particular, the registered person must ensure that the home is suitably cleaned, maintained and furnished to meet children’s needs. Specifically, children’s bedrooms are comfortably furnished.	3 October 2025
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Recommendation

- The registered person should ensure that staff are familiar with the home’s policies on record keeping and understand the importance of careful, objective and clear recording. Staff should record information in a non-stigmatising way that distinguishes between fact, opinion and third-party information. Information about the child must always be recorded in a way that is helpful to the child and language used is non-blaming. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 62, paragraph 14.4)

Children's home details

Unique reference number: 2730637

Provision sub-type: Children's home

Registered provider: Support and Sustain Care Ltd

Registered provider address: 27 Morrison Avenue, Wolverhampton WV10 9TZ

Responsible individual: Heidi Pierce

Registered manager: Post Vacant

Inspector

Sonia Sullivan, Social Care Inspector

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