

2748820

Registered provider: F2L Investments Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is privately run and provides care for one child who may experience social and emotional difficulties.

At the time of the inspection, no children were living at the home.

The manager registered with Ofsted in April 2024.

Inspection dates: 20 and 21 August 2025

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: 14 May 2025

Overall judgement at last inspection: inadequate

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
14/05/2025	Full	Inadequate
30/07/2024	Full	Good

Inspection judgements

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

No children have been living at the home since the last inspection. The home environment has remained unchanged and is presented to an acceptable standard. It is clean and adequately maintained, and it has the basic facilities required to care for one child. A bedroom has been furnished in preparation for any potential new child coming to live at the home.

Leaders and managers have not sufficiently considered the planning and preparation for the potential arrival of a new child to the home. The staff's ability to care for a child moving into the home has received limited consideration. Leaders and managers have not fully understood how they will assess a child's needs and the ability of the staff to meet them. Consequently, if a child moves to the home, their needs may not be fully understood, and planning may not be sufficiently robust to ensure positive outcomes for the child.

While leaders have ensured that basic health and safety checks are carried out at the home, there has been no wider development to demonstrate how children's experiences and progress will be supported through the care practice of staff. There is a lack of forward thinking in how the home will provide for a child's individual needs, which undermines confidence that children will benefit from living here.

The absence of thoughtful planning limits the home's readiness to respond effectively to a new child. This restricts the home's ability to provide children with consistently positive experiences or to support them in making progress once they have moved in.

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

Since the last inspection, no children have lived at the home. This limits the ability to assess how well children are helped and protected in practice. However, the lack of progress in addressing safeguarding concerns and previous inspection recommendations raises significant questions about the home's readiness to provide safe care should a child move in.

The safeguarding action plan set following the last inspection has not been implemented. Leaders and managers have not ensured that learning from previous incidents, including physical interventions, has been embedded. As a result, risks remain unaddressed, and the home has not demonstrated that it can learn from past experiences to improve future practice.

Staff have recently completed training in safeguarding, medication, reporting and recording, and physical interventions. While this represents some progress, there is no

evidence that this training has been embedded into practice. Leaders were unable to demonstrate how staff competency is checked or how processes, such as medication management, are monitored or audited. This creates uncertainty about whether children would be consistently safeguarded in these areas.

There are no systems in place to audit case files, review incidents, or capture lessons learned. This lack of reflective practice limits the capacity for continuous improvement and weakens the home's ability to safeguard children in the future. Although training has been delivered, its impact is unclear, and the overall arrangements to protect children require improvement.

The effectiveness of leaders and managers: inadequate

Leadership and management of the home are inadequate. There has been no progress since the last inspection, and previously identified weaknesses have not been thoroughly addressed. Leaders and managers have failed to demonstrate the capacity to make and sustain improvements, leaving the home ill-prepared to meet children's needs.

The leadership structure is ineffective. The registered manager is absent due to sickness, and the responsible individual has not ensured oversight in their absence. The director of the organisation has acknowledged that leadership at the home has been ineffective and is in the process of making changes. However, these changes are reactive and do not address the significant shortfalls in oversight, planning or governance.

Staff presence in the home is sporadic. With no children living at the home, staff only attend for occasional training. One member of staff has not completed the required refresher training, highlighting poor oversight of staff development. There is limited investment in staff development, and leaders have failed to demonstrate that the team is being prepared to care for a child.

Supervision sessions and team meetings have not been taking place as expected. Where meeting notes exist, they are minimal and lack evidence of meaningful discussions about safeguarding, practice, or learning from previous incidents. There is no evidence of reflective practice or evaluation of what went wrong in the care of the previous child. This prevents staff from improving and creates a risk of repeated failings.

Management oversight has been absent. Independent visitor reports have not been consistently completed, read, or responded to, with some missing entirely. The manager's own quality of care review has not been carried out. This means there has been no systematic monitoring, no identification of patterns and trends, and no evaluation of the effectiveness of the home.

Leaders and managers have failed to demonstrate that they understand what needs to improve or how to bring about change. The absence of robust monitoring, reflective practice, and staff development means the home remains ill-prepared to provide safe, effective care. Children are not assured of positive outcomes should they be admitted to this home.

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 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 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; demonstrate that practice in the home is informed and improved by taking into account and acting on— 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)(c)(f)(g)(ii)(h)) This specifically relates to ensuring that there is appropriate monitoring and oversight in the home. This also relates to ensuring that staff are supported in their roles and have the relevant skills to meet the child's needs. This also relates to	20 October 2025

ensuring that there is learning and development from reviewing the quality of care provided in the home.	
The registered person must ensure that an independent person visits the children's home at least once each month. (Regulation 44 (1)) This relates to ensuring that monthly independent person visits take place.	20 October 2025
The registered person must complete a review of the quality of care provided for children ("a quality of care review") at least once every 6 months. (Regulation 45 (1)) This relates to ensuring that reviews of the quality of care in the home take place at least every six months.	20 October 2025
A responsible individual must— have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated. (Regulation 26 (7)(b)) This specifically relates to ensuring that the responsible individual is effective in the home.	20 October 2025
The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33 (4)(b)) This specifically relates to ensuring that all staff receive regular supervision in the home.	20 October 2025

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 about individual children 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 will be helpful to the child. ('Guide to the Children's Homes Regulations, including the quality standards', page 62, paragraph 14.4)

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: 2748820

Provision sub-type: Children's home

Registered provider: F2L Investments Limited

Registered provider address: 1 Bosworth Way, Leicester Forest East, Leicester LE3 3QQ

Responsible individual: James Marsh

Registered manager: Louise Letts

Inspector

Lauren Barwell, Social Care Regulatory Inspector

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