

## Children's home inspection – Full

<b>Inspection date</b>	<b>15/11/2016</b>
<b>Unique reference number</b>	<b>1237027</b>
<b>Type of inspection</b>	<b>Full</b>
<b>Provision subtype</b>	<b>Children's home</b>
<b>Registered provider</b>	<b>Jamores Limited</b>
<b>Registered provider address</b>	<b>2 Thames Innovation Centre, Studio 52, Veridion Way, Erith, DA18 4AL</b>

<b>Responsible individual</b>	<b>James Adebayo</b>
<b>Registered manager</b>	<b>Ebunoluwa Ajakaye</b>
<b>Inspector</b>	<b>Sharon Payne</b>

<b>Inspection date</b>	<b>15/11/2016</b>
<b>Previous inspection judgement</b>	<b>N/A</b>
<b>Enforcement action since last inspection</b>	<b>None</b>
<b>This inspection</b>	
<b>The overall experiences and progress of children and young people living in the home are</b>	<b>Good</b>
The children's home provides effective services that meet the requirements for good.	
<b>How well children and young people are helped and protected</b>	<b>Good</b>
<b>The impact and effectiveness of leaders and managers</b>	<b>Good</b>

**1237027**

## **Summary of findings**

### **The children's home provision is good because:**

- Police, educational and social work professionals appreciate the service. They provide positive feedback regarding their effective partnership working.
- The service strongly promotes independence, young people enjoy cooking for themselves on a regular basis. A strength of the service is the outreach work for those moving into semi-independence. This facilitates the smooth transition into adult life.
- Young people have access to on-site psychotherapy, which can include art therapy. This enables them to access appropriate support, within the privacy of their home.
- Staff support young people to pursue access to further education and help them to expand their career choices. They support young people practically, for example helping them to secure a college placement.
- Young people receive sensible support regarding their sexual health. This includes the provision of contraception and informing their knowledge on safe sex, consent and healthy personal relationships.
- Staff resiliently work with young people who have high levels of challenging emotional needs. This can result in staff being subjected to physical and verbal abuse. Staff always have the needs of the young people as paramount, consistently endeavouring to have a positive impact on them.
- Young people benefit from effective safeguarding arrangements. Staff succeed in providing a stable base for young people who have a history of short-lived placements, complex behaviours and absconding.
- Leadership and management is strengthened by highly constructive independent monitoring arrangements. This enables the home to continually improve and focus on effective practice in accordance with the regulatory framework.
- Leaders and managers are aware of the areas for development. They are currently addressing half of the shortfalls. Books have been purchased to ensure that restraint records detail the debriefings with young people and staff. The introduction of clinical supervision will enable staff to meaningfully discuss their feelings. An identified staff member is able to facilitate gang-awareness training.
- Other shortfalls do not have a detrimental impact on young people. These relate to improving missing documentation and helping young people to

further develop their hobbies and interests.

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

### Statutory requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, 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
<p>9. The enjoyment and achievement standard</p> <p>In order to meet the enjoyment and achievement standard, the registered person must ensure that staff help each child to –</p> <p>2(a) (i) develop the child's interests and hobbies.</p>	01 January 2017
<p>The registered person must ensure that—</p> <p>(c) within 5 days of the use of a measure of control, discipline or restraint, the registered person or the authorised person adds to the record confirmation that they have spoken to the child About the measure. (Regulation 35 (3) (c))</p>	01 December 2016
<p>The registered person must ensure that—</p> <p>(b) within 48 hours of the use of the measure, the registered person, or a person authorised by the registered person to do so ("the authorised person") –</p> <p>(i) has spoken to the user about the measure. (Regulation 35 (3)(b)(i))</p>	01 December 2016

### Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- Ensure that staff supervision enables them to reflect and act upon how their own feelings and behaviour may be affected by the behaviour of the children they care for. ('Guide to the children's homes regulations including the quality standards', page 39, paragraph 8.15)
- Ensure that staff have regard to the steps that they should take to prevent children from going missing as set out in '[Statutory guidance on children who run away or go missing from home or care](#)'. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.25)
- Ensure that staff can access appropriate resources to support their training needs. This relates to increasing their knowledge regarding gangs. ('Guide to

the children's homes regulations including the quality standards', page 53,  
paragraph 10.11)

## Full report

### Information about this children's home

This is a privately owned home for three children who have emotional and/or behavioural needs, a mental disorder, or a learning disability.

### Recent inspection history

Inspection date	Inspection type	Inspection judgement
N/A	First inspection since registration.	N/A

## Inspection judgements

	Judgement grade
<p><b>The overall experiences and progress of children and young people living in the home are</b></p>	<p><b>Good</b></p>
<p>The home provides young people with a stable base, access to therapy and ongoing focused intervention. Not all young people wish to take advantage of the high level of support, due to their emotional and behavioural challenges. Staff work with young people who have additional mental health needs and those who have had multiple placement breakdowns. Young people quickly settle into life at the home. An educational professional appreciated the 'calm setting'. A young person who recently left stated that the home was 'better than other placements'. A social worker commented on 'the commitment and child-focused approach', which 'ultimately achieved a good outcome'.</p> <p>The majority of young people make progress in relation to their low starting points. Young people come from mental health hospitals, custody and failed placements. Care planning focuses on the quality standards and helps managers and staff at the home set short- and long-term goals. Key working provides an avenue for young people to discuss meaningful topics, which assists their personal growth. Young people build trusted relationships with staff, especially their key workers. Some young people are able to reintegrate into the community and move on to supported living.</p> <p>Staff follow young people's direction and endeavour to positively engage them in various activities. Generally, young people prefer spending times with their friends. They have enjoyed trips to the cinema, bowling, eating out and a seaside excursion in the summer. More work could be done to help young people maximise their potential. The lack of motivation, disinterest and negative, dismissive attitude displayed by some young people can be a barrier. Some staff are able to creatively engage with young people. All staff should help young people enhance their lives, through developing their interests and hobbies.</p> <p>Staff encourage young people to pursue their educational and career ambitions. The home endeavours to provide a learning environment. Young people have access to a computer and online educational resources. They also receive encouragement to register at the local library. Young people are currently attending some form of educational establishment. Staff have successfully helped young people obtain a college place, work experience and a job interview.</p> <p>Young people develop a positive identity. They learn to appreciate and celebrate difference. For example, they attend the organisation's international day. Young people take pride in their appearance. For example, they go to the hairdresser's and nail salon. Staff also assist with hair care, washing and braiding, and the</p>	



organisation funds hairdressing appointments.

Staff encourage and welcome family and friends to the home. Staff endeavour to maintain open communication with relatives and friends when it is in the best interests of the young person. Young people feel listened to and able to make individual decisions regarding their lives. House meetings enable them to express their concerns and to influence decision-making. They have made constructive suggestions regarding their environment, menus and activities. Their views helped with the purchasing of new furniture.

Young people benefit from good healthcare arrangements. Staff have the skills to manage mental health needs. They successfully assisted a young person to re-integrate into the community from being an inpatient on a mental health ward. The provision of a psychotherapist enables young people to access therapeutic support within the privacy of their home. Young people receive encouragement to participate in art therapy, allowing them the opportunity to creatively express their thoughts and feelings. This is a valued resource, as some young people find it difficult to discuss their emotions.

Young people register with a local doctor and attend dental and eye care appointments. Staff educate young people on a range of health matters. An example of this is their good sexual health work. This deals with issues directly and empowers young people to protect themselves physically and emotionally. This includes the provision of contraception and informing their knowledge on safe sex, consent and healthy personal relationships.

Young people learn valued independent-living skills. They bake with staff and are encouraged to cook their own meals. The home provides essential food items, which young people can supplement through the provision of their personal food budget. This also helps them to learn how to budget and builds on their money management skills. Young people undertake their own laundry and take responsibility for keeping their rooms clean. They also assist with household chores which include cleaning and watering the outdoor plants.

Alongside practical skills, young people learn interpersonal and social skills. Young people grow in confidence, which ultimately improves their self-esteem. A strength of the service is its outreach work, which helps young people make their transition into semi-independent living. Young people benefit from visits at regular intervals, which provides valued, caring support as they move into adult life.

	Judgement grade
<b>How well children and young people are helped and protected</b>	<b>Good</b>
<p>Young people benefit from a highly resilient staff team, who focus on them as children and not their presenting negative behaviours. Staff work with extremely challenging young people, who occasionally assault them, cause damage to the property and commit other criminal acts. A mental health professional is thankful that staff were able to keep a young person safe, and said that they manage many challenging situations. A social worker stated that staff managed extremely challenging behaviour 'appropriately and as best they could'. Staff commented that they 'do not want to give up on the child' and 'do not take things personally'.</p> <p>Young people's individual risk assessments highlight concerns, triggers and recommended action. Plans help staff manage behaviours positively. For example, they use clear de-escalation techniques. When staff occasionally have to restrain young people, they appropriately manage these incidents. Record-keeping requires attention. Records do not routinely detail young people's and staff members' comments following a physical intervention. A new book is now available, which outlines the regulatory requirements following a restraint. This reminds leaders and managers of the need to record their debriefing with young people and staff.</p> <p>Staff receive relevant physical intervention training. A staff member reported that recent training made them more effective, as it 'does not harm the child and does not harm you'. They gave an example of being able to calm a child down and talk to them during the hold. The rewards system reinforces positive behaviour. Sanctions are fair, focusing on reparation. This helps young people take responsibility for their actions.</p> <p>Leaders and managers learn from the high level of notifiable incidents. They have recently appointed a behavioural assistant, to specifically tailor interventions to each young person. There are plans to introduce clinical supervision to the staff team. The use of an impact risk assessment for new referrals also aims to make a positive difference.</p> <p>There are currently no issues with young people being absent without authority. In the past, this has been a significant issue, alongside concerns regarding child sexual exploitation. Relevant metropolitan police and national guidance informs practice. Staff appropriately report and liaise with the police and social workers. They resourcefully address concerns, taking the registration number of cars and monitoring young people's whereabouts through their Oyster card.</p> <p>Staff have taken the initiative to introduce their own return-home interview, as</p>	

young people were not responding to independent visitors. This provides a consistent, structured approach to all missing episodes. Information gathered is beneficial. However, staff do not detail the steps that they should take to prevent children from going missing. This information would help to promote a more proactive way of working. Staff have built up good rapport with young people, keeping in touch when they are out in the community.

Young people are more aware of their personal safety. They learn to see police stations as a place of safety if they are out in the community and unable to get home. They learn the dangers of social media, online predators and the exploitative nature of some relationships. Young people are able to reflect on their feelings and link them back to past incidents. They receive encouragement to journal their upsetting thoughts.

The home has effective links with the local safeguarding personnel. Staff work in partnership with professionals, engaging in strategy meetings to effectively safeguard young people. Efficient safeguarding policies are in place, which include how to counter risks of self-harm and suicide. Staff benefit from a range of safeguarding training, which informs their knowledge. Training increases their understanding of tackling child sexual exploitation and preventing the risks of radicalisation.

Young people benefit from good health and safety arrangements. Certificates confirm the safety of fire equipment, gas, electrical installation and portable appliances. Staff additionally undertake regular health and safety checks and are aware of environmental risks.

Young people live in a semi-detached property, which presents as a large family home. The decor is relatively comfortable and homely. A range of art and pictures detailing inspirational quotes enhances the walls. Young people can personalise their bedrooms to reflect their individuality. The only communal space is the lounge. This has leather sofas and a dining area. The large garden has a lawn and small patio area with garden furniture. Young people enjoyed eating and sitting outside during the warmer weather.

	Judgement grade
<b>The impact and effectiveness of leaders and managers</b>	<b>Good</b>
Young people benefit from effective, forward-thinking leaders and managers. The registered manager is also the owner of the business. This individual is a mental	

health nurse. They are suitably qualified and have over 20 years of health and social care experience. They have plans to move into a more strategic role, with the aim of overseeing all services within the organisation. There is good succession planning, due to the recent appointment of a new manager. This individual is an experienced registered manager, has a good vision for the future and realistic plans to improve practice.

Young people receive care from a suitably experienced, committed, culturally reflective, competent staff team. They have good working relationships with external professionals. A police officer stated that all staff are 'lovely and most helpful'. An educational professional described them as helpful and pleasant. Staff have a range of skills gained from working in youth work, fostering and residential care. Staff feel that they work well together and are able to use their initiative.

The statement of purpose is currently being updated to reflect the staff changes. Staff benefit from extensive ongoing training, which includes a comprehensive range of online courses. Required vocational training is in progress for all the necessary staff. The only shortfall relates to increasing staff awareness regarding gangs. An identified staff member is able to facilitate this training, due to their prior youth and community work experience. This will be beneficial, as all young people placed at the home have had suspected gang involvement.

The organisation has a workforce development plan which concentrates on the quality standards guidance. Staff receive a reasonable level of individual supervision, which focuses on tasks and considers their development. Supervision meetings are not reflective, to enable staff to understand and manage their feelings regarding young people's behaviour. There are plans to introduce clinical supervision which will enable staff to meaningfully discuss their feelings. Staff also benefit from team meetings, which enable them to discuss their day-to-day working. There are plans to introduce a practice element, which will further enhance staff knowledge in key areas.

Young people benefit from a quality assurance system, which has a strong improvement agenda. Meticulous monthly monitoring by the Regulation 44 visitor tenaciously concentrates on improving the quality of care. Their recommendations focus on promoting good outcomes for young people within the regulatory framework.

## What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or that result in children looked after not having their welfare safeguarded and promoted.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference that adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, 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 who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service 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'.

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Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

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