

1234163

Jamores Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This children's home is privately owned; it was registered on 26 September 2016. The home is registered to provide care and accommodation for up to four children who have emotional and/or behavioural difficulties. It may also provide care and accommodation for children who have learning difficulties.

Inspection date: 26 July 2017

This monitoring visit

A full inspection of the home was undertaken on 9 June 2017. The home was judged to be inadequate across all areas of practice. A notice restricting accommodation was issued, with effect from 14 June 2017 until 13 September 2017 inclusively. In addition, nine requirements were made under The Children's Homes (England) Regulations 2015. The date set for meeting the actions specified in the requirements was 18 August 2017. This monitoring inspection focused on the work that has taken place in the home since the previous inspection, and the organisation's compliance with the notice restricting accommodation.

The registered individual confirmed that the home had not admitted any new children since the issue of the notice restricting accommodation. At the monitoring visit, inspectors confirmed that no children were present in the home. The home is complying with the notice restricting accommodation.

6: The quality and purpose of care standard

In order to meet the quality and purpose of care standard, the registered person must:

6(2)(b)(iv) provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of their background.

New documents have been introduced that focus upon children's needs. A 'needs assessment' provides for the identification of children's individual needs. Identified

needs feed into a 'support plan'. This document is intended to form the basis of care and support provision in the home. A new children's house meeting pro-forma provides for weekly discussion and decision-making by children in the home. Additionally, managers have introduced a 'have my say' document to gain children's views; however, some children may find it difficult to engage with this lengthy document.

Newly introduced documents are not yet in practice, so their impact cannot be evaluated. Their effectiveness will depend upon staff's skill and competence in engaging with children and evaluating, recording and acting upon their needs.

12: The protection of children standard

In order to meet the protection of children standard, the registered person must:

12(2)(a)(iv)(v) ensure that staff understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; and take effective action whenever there is a serious concern about a child's welfare.

Managers have introduced a new missing person's pro-forma, providing staff with an individualised missing protocol for each child. An updated document for recording restraints now prompts staff discussion with the child following the restraint. However, it does not specify a timescale for this discussion or ensure that staff offer advocacy to children to support them to express their views. The home does not have dedicated staff currently, as it is not offering placements. Inspectors were therefore unable to evaluate the knowledge and understanding of staff in respect of their safeguarding responsibilities and practice.

12: The protection of children standard

In order to meet the protection of children standard, the registered person must:

12(2)(e) ensure that the effectiveness of the home's child protection policies is monitored regularly.

In particular, that the policy provides clear timescales for the reporting of concerns and guides staff to keep records of the concern and action taken in response.

The home's safeguarding and child protection policy has been updated but is still in draft. The policy is comprehensive; it includes timescales for reporting concerns and provides guidance to staff to keep records of concerns. The policy has yet to be put into practice; therefore its effectiveness cannot be evaluated.

13: The leadership and management standard

In order to meet the leadership and management standard, the registered person must:

13(2)(c) ensure that staff have the experience, qualifications and skills to

meet the needs of each child.

The manager informed inspectors that future organisational training for staff will be increasingly direct, rather than as previously used, online training. Inspectors viewed the home's training calendar. The calendar does not indicate how the staff who will be recruited to this home will be trained prior to starting. It is not clear about the numbers of staff that will be attending each training session and how training is to be prioritised. Due to the absence of staff and no children accommodated in the home, it was not possible to test progress in respect of this requirement.

13: The leadership and management standard

In order to meet the leadership and management standard, the registered person must:

13(2)(f) understand the impact 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.

A new monthly manager's checklist aims to ensure that the manager has oversight of the functioning of the home and the experiences of children in placement. The audit is comprehensive and covers health and safety, safeguarding, staffing issues and children's progress. This pro-forma has not yet been utilised, so the quality of monitoring and the impact of manager's reviews upon the quality of care provided in the home cannot be tested.

13: The leadership and management standard

In order to meet the leadership and management standard, the registered person must:

13(2)(h) ensure the registered person uses monitoring and review systems to make continuous improvements in the quality of care in the home.

New arrangements are in place for monthly independent person visits to the home. Leaders and managers have started taking action to address the recommendations made by the independent visitor. The report is unsigned by the independent visitor, and there was delay in the submission of the report to HMCI. Managers have failed to fully engage with the independent visitor's report, and have not completed the improvement plan to identify actions required to bring improvement to the home.

Ensure that a copy of the statement of purpose is published on the home's website unless the registered person considers that such publication would prejudice the welfare of children in the home. (Regulation 16(4))

The home's statement of purpose has been revised and updated; it meets regulatory requirements. The statement of purpose was recently published on the organisation's website. This requirement is now met.

**Ensure that each employee completes an appropriate induction.
(Regulation 33(1)(a))**

New draft induction programmes have been formulated for specific staff roles, including agency and bank staff, permanent staff and management. There are ongoing concerns about the quality of staff induction programmes. For example, the draft agency and bank staff induction requires staff to read 12 pages of information about the ethos of the home and to sign to acknowledge the reading of 38 policies. The time frame for this induction is unrealistic; it needs to be completed during the first shift at the home. The induction uses a theoretical description of childcare practice, guiding agency and bank staff to use a 'cognitive behavioural approach', 'social learning theory' and 'solution-focused practice' in their behaviour management and care of young people. This assumes, and does not test understanding of, staff theoretical knowledge and leaves children vulnerable to ambiguous and inconsistent care.

Ensure the quality of care review establishes and maintains a system for monitoring, reviewing and evaluating the feedback and opinions of children about the home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary to improve or maintain the quality of care for children.

**The system referred to must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff.
(Regulation 45(2)(b)(c)(5))**

The previous quality of care report submitted to Ofsted covered the period from October 2016 to March 2017. The quality of care review form has been reviewed and updated. It now provides for considering the opinions of children, their parents, placing authorities and staff. This document has not yet been utilised, so the quality of review and its impact upon the quality of care provided in the home cannot be tested.

Managers have engaged with and commenced action in all areas of shortfall highlighted at the previous inspection. Development has focused predominantly upon the paperwork and systems in the home. Documents submitted to inspectors demonstrate improved clarity and provide for increased engagement with children's views. However, some documents raise concern about the manager's unrealistic expectations of staff, for example the impractical expectations of agency and bank staff induction.

There have been ongoing concerns regarding the quality of staff understanding and practice in the home. Evidence submitted to date does not demonstrate how managers will ensure that staff have the capacity to meet the complex needs of children for whom this home caters. As the home is not currently staffed and has no children in placement, it is not possible to test current developments and evaluate their impact upon the quality of future care for children.

Recent inspection history

Inspection date

09/06/2017	Full	Inadequate
06/03/2017	Full	Inadequate

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 1234163

Provision sub-type: Children's home

Registered provider: Jamores Limited

Registered provider address: 2 Thames Innovation Centre, Studio 52, Veridion Way, Erith DA18 4AL

Responsible individual: James Adebayo

Registered manager: Post vacant

Inspectors

Lucy Chapman, social care inspector
Sophie Wood, regional inspection manager

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