

Children's homes inspection – Full

Inspection date	26/07/2016
Unique reference number	SC459354
Type of inspection	Full
Provision subtype	Children's home
Registered provider	Jamores Limited
Registered provider address	Dominion Centre, 2 Cross Street, Erith DA8 1RB

Responsible individual	James Adebayo
Registered manager	Ebunoluwa Ajakaye
Inspector	Sharon Payne

Inspection date	26/07/2016
Previous inspection judgement	Improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Good

SC459354

Summary of findings

The children's home provision is good because:

- Young people enjoy a wide range of activities. The programme for the summer holidays effectively meets their health, social and educational needs. It offers them a chance to try new experiences.
- Parents, police officers, education and social work professionals greatly appreciate the service. They provide positive feedback regarding the strengths of the service.
- The service strongly promotes independence. Young people enjoy cooking for themselves on a regular basis. A strength of the service is its outreach work for those moving into semi-independence. This facilitates the smooth transition into adult life.
- Managers are able to commission specialist help, an example being psychotherapy. This ensures that young people have access to the relevant support to address their emotional needs.
- Staff are ambitious for young people and encourage them to carefully consider further education and their career choices. Staff support young people with their college applications, securing careers advice and finding part-time employment.
- Staff challenge sexist or racist attitudes and the use of discriminatory language. Young people learn to appreciate and celebrate difference. This helps them to understand equality, equipping them for living in a diverse society.
- Young people benefit from effective safeguarding arrangements. Staff succeed in providing a nurturing base for young people who have a history of short-lived placements, complex behaviours and absconding.
- Young people benefit from the effective leadership and management. There is a strong commitment to team building and strengthening staff cohesion and morale.
- Shortfalls do not have a detrimental impact on young people. These relate to improving documentation, the performance appraisal system and ensuring that sanctions are fairly applied.

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

Statutory requirements

This section sets out the actions that must be taken so that the registered persons meet 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 persons must comply within the given timescales.

Requirement	Due date
The registered person must update the statement of purpose to include current legislation and to accurately reflect those working in the home. (Regulation 16(1))	01/11/2016
The registered person must ensure that disciplinary measures are not used involving punishing a group of children for the behaviour of an individual child. (Regulation 19(2)(j))	01/11/2016

Recommendations

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

- Ensure that the policy on the protection of children from abuse and neglect includes how to counter risks of self-harm and suicide. All policies should be reviewed regularly and revised. ('Guide to the children's homes regulations including the quality standards', page 44, paragraph 9.19)
- Ensure that the children's guide helps children to understand how to contact the office of the Children's Commissioner. ('Guide to the children's homes regulations including the quality standards', page 24, paragraph 4.22)
- Ensure that appraisals take into account, where reasonably practical, the views of other professionals and children. ('Guide to the children's homes regulations including the quality standards', page 61, paragraph 13.5)

Full report

Information about this children's home

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

Recent inspection history

Inspection date	Inspection type	Inspection judgement
28/01/2016	Interim	Improved effectiveness
16/07/2015	Full	Good
16/03/2015	Interim	Improved effectiveness
21/07/2014	Full	Adequate

Inspection judgements

	Judgement grade
<p>The overall experiences and progress of children and young people living in the home are</p>	<p>Good</p>
<p>Young people are comfortable and quickly settle into life at the home. They develop a sense of belonging and stability, understanding the reasons why they are living at the home. A young person who recently left stated, 'I enjoyed my stay.' They added, 'I thank everyone that made it a home.' A parent described the home as 'nice' and staff as 'lovely'. This parent highlighted that they are 'glad' that their child is here, expressing that the home has exceeded their expectations. A social worker highlighted that they are 'satisfied that the current placement is the right place' for their young person.</p> <p>Young people acknowledge that since living at the home they are more mature and able to relate more positively to their parents. Family and friends are welcome to visit the home. Staff develop positive working relationships with parents. Young people receive support to attend family events and purchase gifts for special occasions. They are part of the community and have a good relationship with their neighbourhood peers.</p> <p>Young people say they feel listened to. They actively participate in day-to-day individual and collective decision-making. House meetings enable them to actively voice their concerns and influence working practices, their environment, menus and activities. Their views helped with the furnishing of the new outdoor cabin. Young people's complaints are treated seriously and result in a clear response.</p> <p>The majority of young people are attending some form of educational establishment. Staff support young people with their college applications, securing careers advice and finding part-time employment. A sessional teacher is available to assist those awaiting a suitable education provision. Staff have good links with schools and the virtual school heads. The culture in the home promotes learning.</p> <p>Young people have access to a computer, books and educational activities, which include museum trips. Staff are ambitious for young people and encourage them to carefully consider further education and their career choices. Staff enforce key messages and targets from personal educational plans. A virtual head highlighted that 'rapport is used to positive effect, to motivate and encourage.'</p> <p>Young people enjoy a wide range of social and recreational opportunities. The extensive summer activities programme is fun and meaningful, and expands their experiences. This enables young people to engage in their local community, explore different areas in London and venture further afield. Recent pastimes include go-karting, attending football matches, a hip-hop concert and going to the</p>	

cinema.

Young people lead relatively healthy lifestyles, which include attention to their physical, sexual and mental health. Exercise forms part of their weekly routines, examples being playing football and swimming. Tennis, yoga and boxing equipment is also available. Young people eat a balanced diet. They enjoy eating fresh foods and they can snack on an ample range of fruit.

Young people have access to local health services and are registered with a doctor, dentist and optician. Managers are able to commission specialist help, an example being psychotherapy. This ensures that young people have access to the relevant support to address their emotional needs. Staff educate young people in a range of health matters, which include the danger of alcohol and substance misuse. The result is that the incidence of substance misuse has significantly reduced.

Staff strongly promote independence. Young people enjoy cooking for themselves on a regular basis. They take responsibility for their daily personal care and household tasks. Some learn money management skills through the provision of a weekly food budget. A strength of the service is its outreach work with young people who move on to semi-independent living. The structured, time-limited support programme facilitates the smooth transition into adult life.

Young people build trusted relationships with staff. Staff routinely spend quality time with young people on a daily basis and endeavour to promote their best interests. Young people work positively with their key workers. They are able to choose the specific staff member whom they would like to be assigned to this role. Key-work sessions enable young people to focus on their goals. They also provide tailored support. A professional commented on the 'creative ways to increase engagement'.

Care planning details individual needs, and records incorporate the quality standards. In addition to meeting their emotional, educational, health and social needs, staff assist young people with their personal development. They actively challenge sexist or racist attitudes and the use of discriminatory language. Young people learn to appreciate and celebrate difference. A recent example is their attending the organisation's international day. A professional confirmed that the 'diversity of staff [has] opened up positive channels to discuss cultural differences.' This helps young people to understand equality and living in a diverse society.

	Judgement grade
How well children and young	Good

people are helped and protected

Young people say they feel safe, while working practices provide an appropriately protected environment. A range of social care professionals commented on the home being 'a sanctuary' and 'a safe place' for young people. Police officers commended the service, one highlighting the 'high quality of care... often in very challenging circumstances'. Staff succeed in providing a nurturing base for young people who have a history of short-lived placements, complex behaviours and absconding.

Young people learn to become more trusting and they are given the skills to build healthy relationships. Staff raise young people's awareness regarding personal safety. This includes precautions to take online and the exploitative nature of some relationships. Staff work in partnership with professionals to tackle cases where a young person may be at risk of sexual exploitation. Managers also highlight concerns regarding wider risky behaviours. Managers request strategy meetings to ensure that a proactive approach is taken to effectively safeguard young people.

The improved rewards system is easier for young people to understand. They positively respond to the personalised incentives. Positive behaviour is reinforced, praised and encouraged; poor behaviour is challenged and discussed. Young people learn the importance of behaving in a socially acceptable manner. Sanctions are generally fair. However, there was one occasion when turning off the Wi-Fi affected all children.

The home has effective links with the local safeguarding personnel. A police officer reported that staff 'tackle safeguarding issues immediately and appropriately.' Safeguarding policies are in place. However, they require updating to include current legislation. Safeguarding policies do not include information on how to counter risks of self-harm and suicide. These matters should be included to reflect best practice and to target the range of risks affecting young people.

Staff benefit from a range of safeguarding training, which informs their knowledge. Training increases their understanding of tackling the risks of child sexual exploitation, radicalisation, gang involvement and female genital mutilation. Staff give examples of this training positively impacting on their ability to protect young people. This includes referrals to specialist agencies and giving young people relevant advice.

The child-focused behaviour management system provides a consistent level of support. Individual plans detail the young person's triggers and enable staff to manage behaviours positively. Staff use de-escalation techniques to handle heightened situations. Staff occasionally have to restrain young people, and they appropriately manage these incidents. A police officer reported that 'staff show appropriate competence and demonstrate good techniques for de-escalating potentially aggressive situations.' This police officer praised the fact that staff 'do not shy away when outside agencies are needed.'

A parent confirmed that staff set 'good boundaries'. Young people generally learn the importance of behaving in a socially acceptable manner. Positive behaviour is reinforced, praised and encouraged, whilst poor behaviour is appropriately challenged. Sanctions focus on reparation, enabling young people to take responsibility for their actions. Staff introduce the local policing team to young people, which helps to break down barriers and open up the dialogue between the two parties.

Young people live in a home where staff are aware of personal, collective and environmental risks. Individual risk assessments highlight concerns, triggers and recommended action. Environmental and location risk assessments detail protective measures and hazards. Certificates confirm the safety of fire equipment, gas and electrical installation and portable appliances. Staff additionally undertake regular health and safety checks.

The majority of young people enjoy spending time at the home. One young person continues to spend a significant amount of time outside of the area. When away they are believed to be engaging in criminal activity. The home provides a secure base for this young person, and the placing authority is very satisfied with the placement. Staff appropriately report when this young person is missing, and there is good liaison with the police and social workers. The police highlighted the 'good records' and 'intelligence', which have assisted them with 'their investigations when young people go missing or other safeguarding matters arise'.

Young people live in a home that blends easily into the residential close. The premises have a domestic, family-style atmosphere. Contemporary art, photographs of young people and pictures detailing inspirational quotes contribute to the homely environment. Young people can personalise their bedrooms to reflect their individuality. There are various communal outdoor and indoor spaces. The main space is the communal lounge on the first floor. The kitchen has a dining area where they can socialise and eat together. The new cabin in the garden is another area in which to unwind. Here, young people can relax on beanbags or use the punch-bag to alleviate their frustrations. The small garden has wooden furniture, enabling young people to enjoy their outdoor space.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
Young people benefit from the effective leadership and management. Parents and social work professionals greatly appreciate the service. A parent described the	

'care and communication' as 'excellent'. A social worker stated that they are 'impressed' with the manager. 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. The management structure is strengthened by strong deputy arrangements.

There has been an improvement in the quality assurance system, as required at the last inspection. Managers forward monitoring reports to Ofsted. These reports demonstrate an effective evaluation of the quality of care. The only shortfalls relate to the statement of purpose and the children's guide. The statement of purpose does not accurately reflect current legislation and those working in the home. The children's guide does not have the contact details for the Children's Commissioner. This means that not all information regarding independent advocacy is available to young people. These omissions do not have a detrimental impact on young people.

Young people receive care from a suitably experienced staff team. A parent highlighted that staff are 'friendly'. A police officer described them as 'helpful, caring and professional'. The good rapport between staff and children contributes to the relaxed, amiable atmosphere and to their job satisfaction. Staff act as valued role models. A staff member stated that young people 'look up to us as elder brothers and sisters.' Staff have a range of skills from working in youth work, fostering and residential care.

The home has sufficient staff and there is a current recruitment programme to establish further permanent and bank staff. There is a strong commitment to team building and strengthening staff cohesion and morale. Staff training is in progress to meet vocational requirements. Staff benefit from ongoing face-to-face, electronic and specialist training from professionals. An example of the latter is training regarding complex emotional needs from a mental health professional.

The workforce development plan meets the quality standards guidance, ensuring that young people are cared for by competent, supported staff. Individual supervision and team meetings enable staff to reflect routinely on their practice. Along with ongoing training and annual appraisals, these facilitate continuous learning and improvement. Staff additionally have lead areas of responsibility. Staff have their performance formally appraised. However, the appraisal system misses the opportunity to take account of the views of children and of other professionals.

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 whom 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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