

# 2526435

Registered provider: Shalamar Children Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home provides care for up to three children who experience social and emotional difficulties.

The manager registered with Ofsted in February 2025.

### Inspection dates: 16 and 17 June 2025

|                                                                                           |             |
|-------------------------------------------------------------------------------------------|-------------|
| <b>Overall experiences and progress of children and young people,</b> taking into account | <b>good</b> |
|-------------------------------------------------------------------------------------------|-------------|

|                                                             |      |
|-------------------------------------------------------------|------|
| How well children and young people are helped and protected | good |
|-------------------------------------------------------------|------|

|                                           |      |
|-------------------------------------------|------|
| The effectiveness of leaders and managers | good |
|-------------------------------------------|------|

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 23 September 2024

**Overall judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement            |
|-----------------|-----------------|---------------------------------|
| 23/09/2024      | Full            | Requires improvement to be good |
| 12/12/2023      | Full            | Good                            |
| 02/08/2022      | Full            | Good                            |
| 23/09/2021      | Interim         | Improved effectiveness          |

## Inspection judgements

### **Overall experiences and progress of children and young people: good**

At the time of this inspection, one child was living at the home. Since the last inspection, one child has moved out.

One child has lived at the home for over a year and is making some progress from their individual starting point. Overall, the risks for the child have reduced.

Staff encourage children to have fun, and they plan activities around the children's interests. Children have enjoyed visits to safari parks, club nights and been to a beauty salon. This helps children to take part in activities and builds their confidence.

Children's views and wishes are listened to. Staff hold regular community meetings where children can discuss their wishes and views. Advocacy arrangements are in place for children when needed.

Staff support children to develop the skills needed for adulthood. Children are supported with budgeting, organising appointments and a range of household tasks.

Children's health needs are being met. Children are registered with local health services, and staff have supported them to attend routine health appointments. Relevant referrals to health professionals support children with their emotional well-being. Because of this support, one child no longer requires mental health support from external services.

Children are supported to spend time with their families in line with their care plans. The children benefit from friendships and time with friends. This helps children to sustain relationships with people who are important to them.

The home is decorated and furnished to a good standard, providing a welcoming and homely environment for children.

Children's educational progress is limited. Various alternative education options have been explored. However, the children spend an excessive length of time in their bedrooms. There is an inconsistent approach from staff to provide clear and predictable routines.

### **How well children and young people are helped and protected: good**

When children have struggled with their emotional well-being, staff have responded by providing reassurance and support. Children are supported by staff to explore and use positive coping mechanisms. This approach has helped episodes of self-harm to significantly reduce for children. One professional said, 'There has been so much progress for [child's name], particularly in the last few months; their emotional resilience and windows of tolerance have really increased.'

There have been some instances where children have gone missing from home. When this happens, staff attempt to locate the child, who is encouraged to return. Relevant professionals are contacted. When children return home, the staff welcome them and speak to them about the reason for their absence. As a result of these approaches, there has been a reduction in missing-from-home episodes. This has contributed to children spending more time at the home.

Behavioural incidents have significantly reduced since the last inspection. Staff use de-escalation strategies and have supported children to identify alternative strategies to manage their emotions. Children and staff are spoken to after incidents. Learning from these conversations is shared and implemented to better support children.

When there have been allegations against the staff, these have been taken seriously. The manager investigates them in consultation, and with advice from, external professionals. When learning has been identified, it has been addressed with staff. This helps staff to ensure that children are receiving safe care.

Physical intervention has been used on one occasion since the last inspection. This intervention was used pre-emptively. The child's individual background and presentation were not properly considered by staff. This resulted in staff calling the police to assist with a behavioural incident.

Regular discussions are held to gain the views of children. However, these do not always explore topics associated with risks, such as safety in the community, the dangers of alcohol and stranger danger. This helps children to learn how to manage situations and keep themselves safe.

Children's risk management and care plans are not detailed. Specific guidance for staff is not always included or reviewed. This limits the staff's knowledge of how to provide children with consistent care that meets their individual needs.

### **The effectiveness of leaders and managers: good**

The home is run by a permanent and suitable manager. Leaders and managers are reflective and open to guidance on the areas for the home to develop.

Staff have regular supervision sessions. They are used as a safe space for staff to talk about children's needs. These sessions help the manager to support the staff to think about their own feelings and responses to children. This provides staff with the opportunity to improve their practice.

Staff feel supported by the manager. When there have been some concerns around staff practice, staff have been challenged effectively by the manager. This helps to ensure that staff practice is safe.

Managers ensure that training is up to date and relevant. There is a comprehensive training package available for staff. This equips staff with the knowledge and skills to meet the needs of the children.

Staff attend regular team meetings. Team meetings are used to improve professional practice and provide clear guidance to staff in relation to children's care.

The manager has working relationships with the wider network of professionals. However, these have not always been used to provide good support and guidance when challenges and concerns have developed.

The manager's oversight of records has failed to identify poor recording, with many documents varying in quality. This limits the manager's ability to identify potential patterns and trends to improve the quality of care offered to children.

## 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          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <p>The registered person must maintain records ("case records") for each child which—</p> <p>include the information and documents listed in Schedule 3 in relation to each child;</p> <p>are kept up to date; and</p> <p>are signed and dated by the author of each entry.<br/>(Regulation 36 (1)(a)(b)(c))</p>                                                                                                                                                                                                                                                                                          | 18 July 2025      |
| <p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>help each child to develop socially aware behaviour;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding.<br/>(Regulation 11 (1)(b)(c) (2)(a)(ii))</p> | 18 July 2025      |
| <p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p>                                                                                                                                                                                                                                                                                                                                                     | 18 September 2025 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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.<br/>(Regulation 13 (1)(a)(b) (2)(f))</p>                                                                                                                                                                                |                   |
| <p>In meeting the quality standards, the registered person must, and must ensure that staff—</p> <p>seek to secure the input and services required to meet each child's needs;</p> <p>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. (Regulation 5 (b)(c))</p> | 18 September 2025 |

## Recommendations

- The registered person should ensure that staff understand what key-work sessions are and what should be included. Key-work sessions should be meaningful with accurate records that demonstrate the voice of the child is being heard. ('Guide to the Children's Homes Regulations, including the quality standards', page 22, paragraph 4.11)
- The registered person must ensure that staff follow guidance outlined in regulation 20 for the purposes of using methods of restraint: preventing injury to any person (including the child who is being restrained); preventing serious damage to the property of any person (including the child who is being restrained); or preventing a child who is accommodated in a secure children's home from absconding from the home. ('Guide to the Children's Home Regulations, including the quality standards', page 48, paragraph 9.48)

## **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:** 2526435

**Provision sub-type:** Children's home

**Registered provider:** Shalamar Children Limited

**Registered provider address:** Unit 63a, Thames Industrial Estate, Princess Margaret Road, East Tilbury, Essex RM18 8RH

**Responsible individual:** Paul Lacy

**Registered manager:** Christopher Dixon

## Inspector

Naomi Starbuck, Social Care Inspector

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