

# 2663448

Registered provider: JMR Healthcare 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 up to 2 children. The children may have complex needs, including needing support for their mental health, learning disabilities, adverse childhood experiences and social and emotional difficulties.

**Inspection dates: 10 and 11 December 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 April 2024

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement            |
|-----------------|-----------------|---------------------------------|
| 23/04/2024      | Full            | Good                            |
| 07/11/2023      | Full            | Requires improvement to be good |
| 22/02/2023      | Full            | Good                            |

## Inspection judgements

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

Since the last inspection, 2 children have moved into the home. One child was supported by staff to return to their family in October 2025. One child recently moved into the home in November 2025. Staff are now caring for one child. The child did not take part in the inspection.

Children build positive and trusting relationships with staff. One child spent good-quality time with staff and engaged in multiple shared activities. For the child who has recently moved into the home, staff are consistent and proactive in developing a positive relationship. The child is becoming more vocal about their interests and preferences. They expressed an interest in cooking, and staff took this opportunity to engage with the child. They bought ingredients and helped them to prepare a meal. Spending good-quality time with children helps to strengthen relationships and supports them in feeling valued and understood.

Children's wishes and feelings are gathered informally through everyday conversations. Children are also invited to attend staff meetings to formally share their views, although they do not always choose to do so. Where children do express their wishes, they can see staff acting on these. This helps children to feel listened to and reassured that staff take their views seriously.

Staff understand the importance of education and learning opportunities for children. One child developed practical life skills and an understanding of budgeting through purchasing and working on a car. Another child was initially reluctant to attend a school visit. However, with consistent encouragement and support from staff, they engaged positively.

Staff support children to see people who are important to them safely. One child's independent reviewing officer said, 'Staff are working hard to build a relationship with [name of child] and to create connection with [their] family too.' This helps children to sustain meaningful connections and supports their understanding of identity.

The home environment is comfortable and welcoming, and it has the feel of a family home. Children have been involved in decisions about how their bedrooms and shared spaces are decorated. This supports children to develop a sense of ownership and belonging.

Children have care plans that are individualised and reflective of their needs. These provide staff with clear guidance to ensure children receive consistent care. Consideration has been given to making plans accessible to children. They are written from the child's perspective, are visually engaging and show the progress children make while living at the home. This supports children to engage with their care planning. It also provides a helpful record should they wish to access their plans later in life.

Children have positive experiences of arriving at the home and leaving the home. Staff took time to visit one child in their previous placement to begin building relationships ahead of their move. The child's move was carefully planned to support relationship-building with new staff. This plan also enabled a positive ending with staff from their previous home. For another child whose move was brought forward, staff ensured that their bedroom was ready and welcoming on arrival. Staff also continued to offer support to one child and their family after the child left the home. This continued support helped the child to feel valued and reassured that the relationships they built with staff were meaningful.

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

Significant incidents are managed effectively. Staff take appropriate action to keep children safe. Conversations take place with children following incidents, giving them opportunities to reflect. Staff are not risk adverse and use incidents as opportunities to support learning and build trusting relationships with children. Staff practice reflects a balanced approach to safeguarding that promotes children's development while keeping them safe. A social work team manager said, 'Since day one, I have found [the manager] and the team very proactive. It is great to work with a team who will lean in and take proportionate risks with a young person.'

Missing-from-home protocols are detailed, individualised and reflective of children's specific needs. They provide staff with clear guidance on the actions to take when a child goes missing. Missing-from-home episodes are well managed. Staff follow children's plans and take prompt action to locate them. This was observed during the inspection. Staff were calm, focused and responded quickly.

Physical restraint is used only as a last resort to keep children safe. These interventions are well recorded and include debriefs with both staff and children. Managers evaluate the use of restraint to ensure it is necessary and proportionate.

Regular key-work sessions take place with children. These focus on known risks, including peer relationships, missing-from-home episodes and safe relationships. This supports children to reflect on risk, learn from experiences and make positive choices to help keep themselves safe.

Staff use room searches and consequences as part of a wider approach to behaviour support and safeguarding. These measures are used proportionately and only when there are concerns about children's safety. Where necessary, room searches are undertaken, and dangerous items are removed to reduce risk. Staff explain the reason for these actions to children, ensuring they understand these measures are to keep them safe. Consequences are generally natural or restorative in nature. Children are given opportunities to share their views and reflect on these incidents. This approach helps children to feel their privacy is respected, and expectations are clear.

One child has not engaged in fire drills. This presents a potential risk, as the child has previously set a fire and smoked in their bedroom. Further measures are required to ensure that the child understands what to do in the event of a fire or that there is a clear, individualised plan to support their safety.

There is an ongoing investigation following an allegation made by a child against 2 members of staff. This has been appropriately referred to the local authority designated officer. Relevant internal and external professionals are involved. Risk assessments are in place for both members of staff who remain on shift. External professionals said that they have questioned this rationale with the manager. These staff members do not work on shift together and are supported by a lead member of staff on shift. However, the risk assessments do not sufficiently consider emergency scenarios, such as what action would be taken if the lead staff member were to become incapacitated. This could potentially leave the child alone with a member of staff who they have made an allegation about. As a result, the arrangements in place do not fully assure the safety of the child while the investigation remains ongoing.

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

The manager is suitably experienced and registered with Ofsted in May 2025. He is currently undertaking the relevant level 5 diploma. The manager is ambitious for both the staff team and the children, and there is a clear focus on achieving the best possible outcomes for children.

Staff feedback about working in the home is very positive. Staff reflected on recent changes to leadership and management in the organisation. They said that promoting from within the company has helped to build stability and consistency. Staff describe the management team as approachable and supportive.

Staff are up to date with relevant training and feel well supported in developing their skills. They welcomed recent changes to physical intervention training and reflected that the new model focuses on the least restrictive approaches. Some staff are being supported to undertake the level 5 diploma. Staff said that they are happy with the progression opportunities available and intend to remain with the company. This supports the development of a skilled and stable workforce.

Staff receive regular supervision sessions. These are detailed and reflective discussions with staff. This gives staff a chance to discuss any concerns they may have and receive feedback on their performance. Staff said that they feel confident to raise any issues needed in these sessions or to ask for more sessions when required.

Feedback from external professionals is generally very positive. Professionals describe managers and staff as collaborative and cooperative. They said that communication with the wider multi-agency team is very good. One professional commented that staff and managers clearly care about the child and the quality of care they provide.

Management oversight is generally effective. However, not all consequences are consistently overseen by managers. Effective oversight of these instances is important to ensure that consequences are proportionate, appropriate and clearly justified.

## 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 protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1) (2)(b))</p> <p>In particular, ensure that effective risk management arrangements are in place when dealing with allegations involving staff in the home.</p> | 16 March 2026 |
| <p>After consultation with the fire and rescue authority, the registered person must—</p> <p>ensure, by means of fire drills and practices at suitable intervals, that persons working at the home and, so far as reasonably practicable, children are aware of the procedure to be followed in case of fire. (Regulation 25 (1)(d))</p>                                                                                                                                                                                                           | 16 March 2026 |

### Recommendation

- The registered person should ensure that all incidents of control, discipline and restraint are subject to systems of regular scrutiny to ensure that their use is fair and the above principles as set out in 9.35 are respected. ('Guide to the Children's Homes Regulations, including the quality standards', page 46, paragraph 9.36)

## **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:** 2663448

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

**Registered provider:** JMR Healthcare Ltd

**Registered provider address:** Roxburgh House, Roxburgh House, Rosebery Business Park, Mentmore Way, Poringland, Norfolk NR14 7XP

**Responsible individual:** post vacant

**Registered manager:** Jonathon Fisher

## Inspector

Emilja Myers, Social Care Inspector

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