

SC065684

Registered provider: J & R Care Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned and operated by a private organisation and provides care for up to 6 children.

At the time of this inspection, 6 children were living in the home.

The manager registered with Ofsted on 31 October 2025.

The children living at the home attend the organisation's school, which is located on the same site. The inspector only inspected the social care provision.

Inspection dates: 19 and 20 May 2026

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
---	--

How well children and young people are helped and protected	requires improvement to be good
---	---------------------------------

The effectiveness of leaders and managers	requires improvement to be good
---	---------------------------------

The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 15 April 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
15/04/2025	Full	Good
10/04/2024	Full	Good
01/08/2023	Full	Good
05/10/2022	Full	Good

Summary of findings

Children benefit from positive relationships with staff and nurturing daily care. However, inconsistent practice limits the progress they make. Staff do not fully understand the home's aims, and key-work sessions lack sufficient depth in addressing significant risks. In addition, children's rights are not consistently promoted. Safeguarding practice is inconsistent, with some failures to follow procedures and weaknesses in de-escalation. Recruitment checks, oversight of health needs, and awareness of allergies are insufficient. Leaders are in the process of developing new systems; however, gaps in monitoring, supervision and training mean that shortfalls persist. Staffing instability and repeated requirements indicate limited organisational progress, which affects the overall quality of care provided to children.

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

Staff know the children well and have established strong, trusting relationships with them. However, they do not fully understand the overall aims and expected outcomes set out in the home's statement of purpose. As a result, therapeutic interventions are delivered in isolation rather than as part of a coherent, outcome-focused model of care.

The quality of key-work sessions is variable. Some records demonstrate meaningful discussions on important matters, such as sexual health and bullying. However, there is limited evidence of conversations around topics such as criminal exploitation, associated risks and online safety, despite these being relevant to children's lived experiences.

Children's views are gathered through house meetings, daily consultations and monthly director consultations. However, as these are group-based, opportunities for children to raise concerns privately are limited.

Children's rights and entitlements are not consistently promoted. Staff do not always advocate effectively for children when required. In addition, children are not proactively supported to understand the role of an independent advocate or how advocacy services could help them express to express their views and resolve concerns.

All children are registered with appropriate health professionals. However, medical advice is not consistently sought when needed. Information regarding children's allergies is not always clear or known to all staff, and this has not been identified through management oversight. While no harm has occurred, the potential consequences are significant and could place children at avoidable risk in the future.

Children attend full-time education, and staff work collaboratively with education providers to promote consistent support and engagement.

Children's understanding of diversity is promoted effectively. The diverse staff team uses creative approaches, such as preparing meals from different cultures, to help children explore identity and heritage. Children are also encouraged to spend meaningful time with family members and others who are important to them, helping to maintain positive connections and a sense of identity.

Staff prioritise building positive relationships with children through daily interactions and structured activities. Warm, nurturing exchanges between staff and children were observed throughout the inspection.

Staff ensure that children have positive experiences by providing structure, clear routines and appropriate boundaries. They show genuine interest in children's hobbies and talents, such as music lessons and martial arts. For example, one child recently achieved a winner's medal and was proud to share this success.

How well children and young people are helped and protected: requires improvement to be good

Staff understand children's risks and vulnerabilities. However, they do not consistently fulfil their roles and responsibilities to the expected standard.

A disclosure made during the inspection highlighted that staff and managers had not followed safeguarding policies and procedures, and concerns were not escalated to relevant professionals. Although there is no evidence that the child experienced further harm, no action was taken at the time to reduce the risk of reoccurrence.

Incidents are not consistently well managed. Some staff members have demonstrated a limited understanding of children's needs and have not used de-escalation techniques effectively. This has resulted in avoidable escalation, including one incident in which a staff member sustained a significant injury. While physical intervention is used only as a last resort and children's views are sought afterwards, inconsistencies in staff responses undermine safe practice.

Safer recruitment procedures are not consistently followed. Employment gaps have not always been explored, and risk assessments have not been carried out when concerns have been identified during the recruitment process. This means the provider cannot be assured that all adults working with the children are safe and suitable.

Staff support children to remain safe during both group and individual activities. Children develop social skills that promote positive peer relationships. Daily house meetings provide opportunities for issues such as bullying and friendship dynamics to be discussed and addressed.

The effectiveness of leaders and managers: requires improvement to be good

The registered manager is knowledgeable and experienced and has begun implementing new quality assurance processes to strengthen oversight. However, these systems are

not yet embedded. Inspectors have considered the impact of recent events and staffing changes over the past year, which have slowed progress in establishing consistent managerial oversight.

Monitoring systems remain ineffective and have failed to identify several shortfalls. For example, gaps in staff knowledge regarding children's allergies were not recognised, despite the potential for serious health consequences and the implications for the safe administration of medication.

Staff do not receive regular, practice-related supervision, and annual appraisals have not been carried out. This prevents staff from discussing their wellbeing, development needs or concerns. While clinical supervision offers reflective space, it does not replace the accountability, performance management and professional oversight required through formal supervision. This represents a missed opportunity for leaders to address concerns and challenge poor practice at the earliest stage.

Staff generally complete mandatory training. However, some have not undertaken essential courses to inform their practice. As a result, they are not fully up to date with current guidance and are not consistently equipped to recognise risks or respond effectively to children's needs.

Managers work in partnership with health, education and social care professionals, as well as the organisation's therapist, to meet children's needs. However, staffing inconsistencies and instability in the management team have significantly affected the overall quality of care provided to children.

New staff receive a thorough induction, and mandatory training is completed in a timely manner, providing a solid foundation for understanding children's needs. Staff report feeling supported by the leadership team and say they have good opportunities to develop their knowledge.

Some requirements from previous inspections have been restated, indicating a lack of progress and ineffective implementation of organisational improvements at a senior level.

The responsible individual has maintained a consistent presence in the home. They have a clear understanding of the home's strengths and areas for development and are working alongside the registered manager to address the shortfalls identified during the inspection.

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
The quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— understand and apply the home's statement of purpose; ensure that staff— understand and apply the home's statement of purpose; protect and promote each child's welfare; help each child to understand and manage the impact of any experience of abuse or neglect; help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(v)(vi))	30 October 2026
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to understand how to keep safe;	30 September 2026

have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies. In particular, senior leaders should take effective action whenever there is a serious concern about a child's welfare. (Regulation 12 (1) (2)(a)(ii)(iii)(v)(vi)(vii))	
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child's behavioural and emotional needs, as set out in the child's relevant plans; understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children; are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same; de-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ix)(x)(xi))	30 October 2026

The registered person must operate a disciplinary procedure which, in particular— provides that the failure on the part of an employee to report an incident of abuse, or suspected abuse, whether past or present, in relation to a child to the appropriate person is a ground on which disciplinary proceedings may be instituted. The registered person must ensure that all employees— undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (2)(b) (4)(a)(b)(c))	30 September 2026
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— In particular, the standard in paragraph (1) requires the registered person to— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home's workforce provides continuity of care to each child; 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; demonstrate that practice in the home is informed and improved by taking into account and acting on—	30 October 2026

research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received use monitoring and review systems to make continuous improvements in the quality of care provided in the home. In particular, the registered person must ensure that the manager and staff have up to date training to meet the needs of children, and that this is clearly recorded within the home's workforce development plan. In particular, the registered person must ensure that they proactively implement lessons learned from their review of incidents in order to sustain consistently good practice. (Regulation 13 (1) (2)(a)(b)(c)(e)(f)(g)(i)(ii)(h)) This requirement was raised at the last inspection and is restated.	
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only— employ an individual to work at the children's home; if the individual satisfies the requirements in paragraph (3). The requirements are that— full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. In particular, a full employment history, together with a satisfactory explanation of any gaps in employment, is provided in writing. (Regulation 32 (1) (2)(a) (3)(d))	30 October 2026
The health and well-being standard is that— the health and well-being needs of children are met; children receive advice, services and support in relation to their health and well-being.	30 June 2026

Specifically, staff need to understand how to safely manage children's allergies. (Regulation 10 (1)(a)(b))	
The children's views, wishes and feelings standard In particular, the standard in paragraph (1) requires the registered person to— ensure that each child— is given appropriate advocacy support. (Regulation 7 (2)(b)(iii))	30 September 2026
For the purposes of paragraph (3)(b), an individual who works in the home in a care role has the appropriate qualification if, by the relevant date, the individual has attained— the Level 3 Diploma for Residential Childcare (England) ("the Level 3 Diploma"); or a qualification which the registered person considers to be equivalent to the Level 3 Diploma. The relevant date is— in the case of an individual who starts working in a care role in a home after 1st April 2014, the date which falls 2 years after the date on which the individual started working in a care role in a home. (Regulation 32 (4)(a)(b) (5)(a)) This requirement was raised at the last inspection and is restated.	30 October 2026

Recommendations

- The registered person should ensure notify Ofsted and other relevant parties if one of the situations specified in regulation 40(4)(a)-(d) occurs, or if there is an incident they consider serious relating to the protection, safeguarding or welfare of a child living in the home (40(4)(e)). ('Guide to the Children's Homes Regulations, including the quality standards', page 63, paragraph 14.10)
- The registered person should ensure that a workforce plan is in place that meets the requirements of Regulation 16, Schedule 1 (paragraphs 19 and 20). The plan should detail the required management and staffing structure, including any staff commissioned to deliver health and education services. It should clearly set out the experience and qualifications of staff currently working in the home, as well as identify any further training they require to enable them to deliver the home's statement of purpose. The plan should also include the processes and agreed timescales for staff to

achieve induction, probation and any core training, such as safeguarding, health and safety, and mandatory qualifications. In addition, the workforce plan should outline the process for managing and improving poor performance, as well as the arrangements and timescales for the supervision of practice. The registered person should ensure that appropriate records are maintained for all staff working in the home. ('Guide to the Children's Homes Regulations, including the quality standards', page 53, paragraph 10.8)

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: SC065684

Provision sub-type: Children's home

Registered provider: J & R Care Limited

Registered provider address: Ash House, South Centre Road, New Ash Green, Longfield, Kent DA3 8JF

Responsible individual: Noella Ngenwie

Registered manager: Adrian Rowe

Inspectors

Emma Haskell, Social Care Regulatory Inspector (lead)
Jill Sephton-Wright, Social Care Regulatory Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2026