Jersey Care Commission

INSPECTION REPORT

05 Children's Home

Children's Home Service

Government of Jersey
Union Street
Jersey
JE2 3DN

Inspection Dates:
31 July and 5 August 2026

Date Published
24 August 2026

1. THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014 ('the Law'), all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

2. ABOUT THE SERVICE

This is a report of the inspection of a Children's Home Service and is operated by the Office of the Minister for Children and Families, Government of Jersey, and there is a registered manager in place.

Registration Details	Detail
Type of regulated activity	Children's Home Service
Mandatory Conditions of Registration	
Category of care	Children under 18
Maximum number of care receivers	Three
Age range of care receivers	Withheld to protect the identity of any children or young people living there
Maximum number/category of care receivers that can be accommodated in each room	Room 1 – 3: one person
Discretionary Conditions of Registration	
None	
Additional	
The Commission received an application 9 December 2025 to extend the existing variation to the 30 April 2026, which reduced the minimum age to nine years old. This was approved on the 30 December 2025. On the 23 April 2026 the Commission received a further application to extend the age variation in place until 31 October 2026. This was approved on the 27 April 2026.	

As a result of changes to the Regulation of Care (Jersey) Law 2024, the Commission re-issued this service's registration certificate on 13 July 2026 to reflect that the Office for the Minister of Children and Families was now the Registered Provider for this Children's Care Home Service.

As part of the inspection process, the Regulation Office evaluated the home's compliance with the mandatory conditions of registration required under the Law. The Regulation Officer concluded that all requirements have been met.

3. ABOUT THE INSPECTION

3.1 Inspection Details

This inspection was announced and notice of the inspection visit was given to the Registered Manager seven days prior to the first inspection visit. This was to ensure that the Registered Manager would be available during the visit and to ensure that children or young people were fully informed. This was considered important because the home operates as a domestic environment, and the Regulation Officer wanted children and young people to be aware of the inspection.

For the purposes of this report care receivers will be referred to as children and young people.

Inspection information	Detail
Dates and times of this inspection	31/07/2026 – 8.30 am to 1.35 pm 5/08/2026 – 12.35 pm to 3.50 pm
Number of areas for improvement from this inspection	None
Number of care receivers accommodated on the day of the inspection	Withheld to protect the identity of any children or young people living there
Date of previous inspection	15/09/2025 and 2/10/2025
Areas for improvement noted at the last inspection	One
Link to the previous inspection report	RPT_05CH_Inspection_20251002.pdf

3.2 Focus for this inspection

This inspection included a focus on the area for improvement identified at the previous inspection, as well as these specific lines of enquiry:

- **Is the service safe**
- **Is the service effective and responsive**
- **Is the service caring**
- **Is the service well-led**

4. SUMMARY OF INSPECTION FINDINGS

4.1 Progress against areas for improvement identified at the last inspection

At the last inspection, one area for improvement was identified, and an improvement plan was submitted to the Commission by the Registered Provider, setting out how these areas would be addressed.

The improvement plan was discussed during this inspection, and it was positive to note that improvement had been made. This means that there was evidence that systems were in place to record compliance with the statutory and mandatory requirements of care staff.

4.2 Observations and overall findings from this inspection

This inspection found that the home was providing a safe, effective, caring and well-led service for children and young people.

Safe recruitment practices could not be directly assessed as no new staff had been recruited since the last inspection. However, the Registered Manager demonstrated a clear understanding of recruitment requirements and maintained oversight of staff suitability checks. New staff complete a structured induction and shadowing programme before working independently.

Staffing levels were always sufficient, including waking night cover, and management oversight of working hours was effective.

Reviews of notifications, safeguarding incidents, physical restraints, health and safety arrangements, and staff training provided assurance that appropriate systems were in place to protect children, young people and staff. Staff demonstrated increasing use of reflective and trauma-informed practice. Medication management generally supported safe practice, although annual medication competency assessments required further attention and an action plan was in place to address this.

The Statement of Purpose and Children's Guide were comprehensive and aligned with the Children's Homes Standards. Impact assessments, care plans, risk assessments and positive behaviour support plans were person-centred, regularly reviewed and supported safe care. Children and young people were making progress and were supported to access social, recreational, educational and health opportunities that promoted their wellbeing and development. The home worked effectively with external professionals and had recently strengthened access to trauma-informed practice development and specialist support. Transition planning children and young people was individualised and promoted continuity of care.

The home demonstrated a caring culture. Staff provided nurturing, consistent support, with children and young people appearing relaxed and comfortable within the home. Strong emphasis was placed on relationship-based care, routines, participation and ensuring children and young people could express their views through key work sessions, advocacy and feedback opportunities.

Feedback from professionals and care staff was mostly positive and where some negative feedback was received this was provided to the Registered Manager for their consideration.

Leadership and governance arrangements had strengthened. Quality assurance processes, management oversight and staff supervision had improved, supported by additional management capacity. Staff described a positive and supportive culture, and leaders demonstrated a commitment to continuous improvement and achieving positive outcomes for children and young people.

5. INSPECTION PROCESS

5.1 How the inspection was undertaken

The Children's Care Home Standards were referenced throughout the inspection.[1]

Prior to our inspection visit, all the information held by the Commission about this service was reviewed, including the previous inspection reports, the Statement of Purpose, variation requests and notification of incidents.

The Regulation Officer gathered feedback from the children and young people living in this home, which revolved around their summer activities. They also had discussions with the service's management and other staff. Additionally, feedback was provided by two professionals external to the service.

As part of the inspection process, documents including policies, care records, incidents and complaints were examined.

At the conclusion of the inspection visit, the Regulation Officer provided verbal feedback to the Registered Manager and followed up on the findings of the inspection by email on 12 August 2026.

This report presents our findings from the inspection and outlines the range of observations made. Throughout the report, we may highlight any areas of good practice identified, along with suggestions where practice could be strengthened or further enhanced. Where specific improvements are required, these are set out in detail and accompanied by a defined improvement plan at the end of the report.

[1] All Care Standards can be accessed on the Commission's website at https://carecommission.je/

5.2 Sources of evidence.

Follow up on previous areas for improvement	
Focus	**Evidence Reviewed**
Mandatory Training requirements	Revised mandatory training requirement document Connect People (training records)
Key lines of enquiry	
Focus	**Evidence Reviewed**
Is the service safe	Safe recruitment practice Review of Induction policy and practice Staff rotas Review of notifiable events Safeguarding of children and young people Review of Health and Safety practice Staff training (including RQF Level 3 Diploma's) Medication management
Is the service effective and responsive	Statement of Purpose Information sharing with children and young people Care plans and risk assessments Positive behaviour support plans Activities and social well being Communication needs of children and young people Multi-agency working Transition planning Workplace culture Feedback from professionals
Is the service caring	The delivery of care Key work sessions with children and young people Voice of the child, consent and advocacy Staff skills to meet care needs of children and young people
Is the service well-led	Quality assurance activity Line of sight of the senior leadership team (SLT) Support provided by management and the SLT Policies and procedures Supervision and appraisal of care staff Wellbeing of care staff Discussions with the Registered Manager Feedback from Staff

6. INSPECTION FINDINGS

Is the service safe?

People are protected from abuse and avoidable harm.

No new staff had been recruited since the previous inspection; therefore, safe recruitment practices could not be directly assessed during this inspection. However, the Registered Manager demonstrated an understanding of safe recruitment requirements, including the need to obtain and review appropriate employment references and criminal record checks prior to employment. Ongoing criminal record checks continue to be administered through the Provider's central Human Resources department, with the Registered Manager maintaining oversight of the process to ensure staff remain suitable to work within the home.

There was a structured induction process in place for newly appointed care staff. This included the completion of a comprehensive induction with a clear framework for learning, development and safe practice. It covered key areas including safeguarding, health and safety, children's rights, mandatory training, supervision and the Children's Homes Standards, helping to ensure staff were appropriately prepared to undertake their role and meet the needs of children and young people. Alongside this process new care staff are provided with person-centred shadowing period of at least three weeks, allowing staff to develop their skills and understanding of children and young people's individual needs before being included within staffing numbers.

A review of staffing rotas provided assurance that sufficient staffing levels were maintained across each 24-hour period, including the provision of waking night staff. The review also demonstrated that staff were not routinely working more than 48 hours per week and that effective management oversight arrangements were in place to monitor working hours. The Registered Manager advised that recent enhancements to the terms and conditions of employment for care staff were expected to have a positive impact on both staff retention and future recruitment.

The Regulation Officer reviewed the notifiable events made to the Commission with the Registered Manager, with a particular focus on the safety and welfare of children, young people and care staff. This included consideration of incidents where children had been reported missing from care, allegations made against care staff, and episodes involving the use of physical restraint. The review provided assurance that appropriate actions had been taken to safeguard those concerned and that relevant notifications had been submitted to the Commission in accordance with regulatory requirements. Records also demonstrated that there was appropriate management oversight and reflective practice to promote continuous learning and better outcomes for children and young people.

It was confirmed that following all incidents involving physical restraint, appropriate debriefs had been undertaken with care staff and records of these discussions were maintained. Children and young people also received debrief opportunities following incidents; however, these were undertaken at a time, pace and in a manner that was appropriate to their individual needs, ensuring discussions took place when they were emotionally ready to engage. Records and discussion with the Registered Manager demonstrated an increasing emphasis on reflective practice and the application of trauma-informed principles. This approach was supporting staff to better understand the underlying causes of behaviours, identify opportunities for earlier intervention, and develop more effective responses to incidents. In turn, this was helping to reduce escalation, strengthen relationships, and promote more positive outcomes for children and young people.

The Regulation Officer reviewed a range of health and safety arrangements within the home, including fire safety, infection prevention and control measures, and records relating to incidents, accidents, near misses and risk management. This review provided assurance that appropriate systems and processes were in place to promote the safety and wellbeing of children, young people, staff and visitors. The review also demonstrated effective management oversight, including the analysis of incidents and risks, to identify trends, implement learning and ensure preventative measures were in place to reduce the likelihood of recurrence.

Records relating to statutory and mandatory training were accessible to the Registered Manager, providing oversight of staff compliance with training requirements. A comprehensive training programme was in place, supported by systems that monitored training completion and ensured refresher training was undertaken within defined timescales. At the time of inspection, two members of staff were actively working towards the RQF Level 3 Diploma in Residential Childcare, with all remaining care staff already holding the required qualification. This demonstrated the provider's commitment to maintaining a suitably qualified and competent workforce. This is no longer an area for improvement.

Overall, medication management within the home required some attention. Following a recent internal medication audit across the home and wider residential service, an action plan had been developed to strengthen practice and support the safe administration of medicines. Medication administration was appropriately restricted to staff who held the requisite RQF Level 3 Diploma in Residential Childcare; however, annual competency assessments were not being completed as required in the Standards. The Registered Manager demonstrated awareness of this shortfall and outlined the measures being implemented to address it as part of the action plan.

'When required' medications were appropriately managed and administered in accordance with individual needs and prescribing guidance. The Regulation Officer recommended that consideration be given to ensuring all children and young people have timely access to appropriate over-the-counter or ‘when required’ medicines for the management of common symptoms and pain relief, where clinically appropriate and supported by appropriate consent arrangements. The Regulation Officer also provided additional guidance to further strengthen medication safety and administration practices within the home.

Is the service effective and responsive?

Care, treatment, and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

The Statement of Purpose clearly sets out the home's aims, ethos and model of care, demonstrating a child-centred and trauma-informed approach. It provides clear information on safeguarding, children's rights, participation, education, health and wellbeing, behaviour support, staffing and complaints processes, ensuring children and young people understand how care and support will be delivered. Overall, the document aligns well with the Children's Homes Standards and promotes positive outcomes for children and young people.

The Children's Guide is written in a child-friendly format and provides children and young people with clear information about living in this home. It explains what support they can expect, how to access advocacy and make a complaint, the home's routines and expectations, opportunities to participate in decision-making, and how staff will support their safety, wellbeing and development. Overall, the guide supports children's rights, participation and informed choice, reflecting the key principles of the Children's Homes Standards.

An impact risk assessment was reviewed. This assessment evaluates the needs and risks of children and young people already living in the home alongside those of a prospective child or young person, to determine whether the placement is appropriate and can be safely supported. The assessment also identifies any additional resources, staffing arrangements or support measures required to ensure that the placement can be effectively managed.

The assessment reviewed during the inspection provided assurance that relevant needs and risks had been appropriately identified and that additional measures had been considered and implemented to support the proposed placement. The Registered Manager demonstrated a clear understanding of the importance of undertaking robust impact assessments to promote positive outcomes for all children and young people living in the home.

The Registered Manager was reminded to ensure that impact risk assessments are formally authorised by the Head of Service, particularly where additional resources or support arrangements have been agreed.

The Regulation Officer reviewed residential care plans and risk assessments and discussed these with the Registered Manager. This review and discussion provided assurance that care plans were individualised and person-centred, with risk assessments appropriately identifying and managing risks to promote the safety and wellbeing of children and young people. Records demonstrated that care plans and risk assessments were regularly reviewed and updated, at least monthly, or sooner where there had been a change in a child or young person's needs or level and type of risk.

Additionally, positive behaviour support plans were actively utilised within the home to promote consistent, therapeutic responses from staff and encourage positive behaviours in children and young people. Discussions with the Registered Manager provided assurance that these plans were developed and reviewed in partnership with care staff and relevant professionals. While staff demonstrated a growing awareness of trauma-informed care, the home recognised that it remains on a journey from trauma-informed understanding towards consistently embedding these principles into everyday care delivery, with positive behaviour support plans playing an important role in this development.

One professional commented:

Care staff are committed to providing the best care they can and there is a willingness to continue to build on their trauma informed practice, embed reflective thinking and are on a journey of awareness to understanding the impact of trauma and abuse.

The Regulation Officer reviewed the wellbeing and developmental indicators with the Registered Manager, and it was positive to note that children and young people were making progress across these domains to varying degrees. Evidence demonstrated that children and young people were being supported to remain safe, healthy, active, respected, responsible and included, while making progress in their achievement and personal development.

Through participation in a range of recreational, social and community-based activities, children and young people were supported to develop new skills, build confidence, form positive relationships and engage meaningfully within their community. While progress varied between individuals, reflecting the complexity of some children's and young people's needs, staff continued to provide consistent encouragement, support and opportunities tailored to each person's circumstances and developmental goals. This person-centred approach promoted choice, participation and wellbeing, while encouraging children and young people to contribute to decisions about their daily lives.

The home worked closely with education and health professionals to ensure that children and young people's health, wellbeing and developmental needs were understood, promoted and regularly monitored. A review of records provided assurance that children and young people had received comprehensive health assessments and were supported to access routine healthcare services, including dental and optician appointments. This demonstrated a proactive approach to promoting children's physical health and wellbeing and ensuring that identified health needs were appropriately addressed.

Until recently, access to specialist support and advice for care staff in relation to trauma and adverse childhood experiences had been limited. However, the Registered Manager had made significant progress in strengthening this aspect of practice. An initial practice development session had been delivered which supported staff to review current behaviour management approaches, develop a greater understanding of trauma-informed care, and explore practical tools and strategies to improve outcomes for children and young people. Plans were in place for these reflective practice sessions to be held on a fortnightly basis, and care staff spoke positively about the value of the initial session and the opportunities it provided to enhance their knowledge and practice.

Transition planning was discussed with the Registered Manager and found to be well planned and tailored to the individual needs of children and young people. Where appropriate, efforts were made to maintain positive relationships for a defined person-centred period following a child or young person's move from the home. The Registered Manager also provided comprehensive information to future carers to support continuity of care and help ensure children and young people's needs were understood.

One professional commented:

The service worked hard with the young person to try to engage the young person.

Additional feedback from professionals:

"Staff communicated effectively with children, young people and relevant adults, providing responsive care, timely updates and appropriate information sharing. Children and young people were supported in activities and daily routines, and parents were provided with reassurance and updates where appropriate and safe to do so."

"This home was provided in a timely manner for a child who has benefitted from the setting."

Is the service caring?

Care is respectful, compassionate, and dignified. Care meets people's unique needs.

The Regulation Officer observed positive, nurturing care from staff, with children and young people appearing relaxed, comfortable and at ease within the home. Artwork completed by children and young people was on display, alongside a range of age-appropriate toys and games. Staff were observed engaging in play and activities with children and young people, contributing to a warm, homely and supportive atmosphere.

Children and young people are provided with clear structure, routines and consistent boundaries, which are important foundations in helping them feel safe, secure and supported. For children and young people who have experienced trauma, predictable daily routines and trusting relationships with familiar care staff can play a significant role in promoting recovery, emotional regulation and wellbeing. Discussions with the Registered Manager demonstrated an understanding of the importance of consistent caregiving approaches, including recognising that behaviour may involve cycles of rupture and repair within relationships. Care staff were supported to develop and maintain positive, trusting relationships with children and young people, helping them to experience reliable care, rebuild trust in adults and work towards positive outcomes.

Key work sessions were undertaken regularly with children and young people, both on a planned basis and in response to incidents or emerging needs. This flexible approach ensured support was provided at the right time for each child or young person and created opportunities for them to express their views and participate in decisions affecting their daily lives. Records of key work sessions were maintained and subject to management oversight to ensure their quality and effectiveness.

In addition to regular key work sessions, children and young people were provided with a range of opportunities to express their views and influence decisions about their care. This included regular visits from their social workers, access to an electronic feedback App through which they could share their views about their care and regular access to independent advocacy services. These arrangements supported the voice of the child and promoted meaningful participation in decisions affecting their lives.

The culture within the home was one of continuous learning and improvement, with a strong commitment to achieving positive outcomes for children and young people. Staff demonstrated a genuine desire to reflect on practice, learn from experiences and provide the best possible support. While recognising that the complex needs of some children and young people cannot always be fully met, staff were committed to understanding individual needs, promoting resilience and providing consistent, nurturing and trauma-informed care to help children and young people make progress.

Is the service well-led?

The leadership, management and governance of the organisation assures delivery of high-quality care, supports learning and innovation, and promotes an open and fair culture.

As an established children's home, some areas of the home showed signs of wear and tear; however, the environment remained safe, clean and homely, with appropriate measures in place to maintain its suitability for children and young people.

One professional commented:

Currently the space is warm and welcoming.

Independent Visitor reports were completed monthly and provided an accurate and balanced overview of how the home was operating, including the quality of care provided to children and young people, the extent to which their needs were being met, and the effectiveness of leadership and management arrangements. In addition to this external oversight, a programme of quality assurance audits was continuing to develop, including reviews of medication management, key work practice and impact risk assessment processes. These arrangements demonstrated an increasing focus on monitoring and improving the quality of care provided, with senior managers taking steps to strengthen oversight and promote greater consistency in documentation and practice across the wider residential service.

Through discussions with the Registered Manager and Service Lead, the Regulation Officer was assured that senior leaders maintained effective oversight of the home, including the monitoring of risks and the needs of children and young people. The Registered Manager submits weekly and monthly reports to senior managers, providing key information about the home, staff and children and young people. This demonstrated that senior leaders were informed of significant issues, actively supported the Registered Manager and helped ensure the home remained appropriately resourced to deliver safe and effective care.

The home benefited from a specialist residential suite of policies and procedures introduced in 2025. These policies had been implemented across the service and were currently under review to reflect learning from their use in practice and to support their ongoing development. As part of the rollout, care staff had read and confirmed their understanding of 10 key policies, helping to promote a consistent approach to care and the safe operation of the home.

The supervision of staff had been inconsistent earlier in 2026; however, improvements had been made and supervision was now taking place more regularly and in line with the requirements set out within the Standards. This improvement had been supported by the appointment of a Deputy Home Manager, with a further management appointment planned. These arrangements have strengthened management capacity within the home and support greater leadership oversight across a 24-hour period.

In addition, annual appraisals were undertaken with all staff, providing opportunities to review performance, identify achievements, and agree developmental goals, which could then be supported and monitored throughout the year.

The wellbeing of care staff was prioritised within the home. Staff described a supportive team culture, and effective leadership contributed to staff wellbeing, stability and the delivery of increasingly consistent care for children and young people.

One staff member commented:

The team are amazing and we are very supportive of each other. I am enjoying my experience, having not worked with children before, but have found it rewarding.

Additional feedback from care staff:

"The service provides a safe welcoming and child centred environment, staff have positive relationships with children, support their individual needs and work well as a team. The service demonstrates a commitment to providing high quality care and positive outcomes for children."

IMPROVEMENT PLAN

There were no areas for improvement identified during this inspection, therefore; an improvement plan is not required.

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.

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