

2775039

Registered provider: Unity One Care Solution Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is privately owned and provides care for up to three children who experience social and emotional difficulties.

The home and manager registered with Ofsted in July 2024. The manager is currently taking a suitable management qualification.

At the time of the inspection, three children were living in the home. The inspectors spoke to all three children.

Inspection dates: 22 and 23 October 2024

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and the care and experiences of children and young people are poor, and they are not making progress.

Date of last inspection: not previously inspected

Overall judgement at last inspection: not applicable

Enforcement action since last inspection: not applicable

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Poor-quality care has a negative impact on children's experiences and progress. Inexperienced staff who have insufficient knowledge and skills contribute to this issue. Leaders and managers are failing to ensure that staff consistently or adequately protect children and promote their well-being.

Leaders and managers lack the skills needed to effectively lead a new team in caring for children with complex needs. They have failed to consider the compatibility of children when considering which children should come to live in the home and in planning their admission. They allowed children with significant support needs to move into the home, despite the staff's limited abilities. This resulted in children harming themselves and others.

Poor routines hinder children's progress. For example, children stay awake at night and sleep during the day. One child has recently started attending school, but their poor sleep patterns are jeopardising this. Children lack daily structure. For example, children do not have scheduled meals, leading to a lack of a varied and healthy diet.

Children told inspectors that high numbers of staff working in the home affected their daily lives and experiences. One child said they built good relationships with some staff. But they were sad about not having enough time with staff who matter to them. Two children said they have only formed relationships with managers.

Staff lack the ability to put in place reasonable or effective boundaries, leaving children to set the rules in the home. Children communicate their needs via online messaging services. They ask staff to bring items like water and food to their rooms and fetch coffee from the local shops, and the staff oblige. Leaders and managers have failed to help staff set appropriate boundaries and have overlooked the negative impact this has on the children's social skills and interactions.

Key-working sessions are not effective. They do not help children stay safe or develop their well-being. Staff do not ask questions to understand the children and the potential risks that they face. For instance, they lack the curiosity to explore friendships children make outside the home.

Staff offer children the chance to take part in activities, but they do so without a consistent plan. Without planning, these outings do not promote growth. One child, who should be developing independence skills, lacks a structured plan. Staff place far too much reliance on viewing and recording simple errands like going to the shop as meaningful activities. This approach does not meet children's needs and developmental goals. As a result, children do not make good enough progress.

The home is well maintained and suitable for children. Repairs are addressed in a timely way. The children said they like their bedrooms. They have personalised them to create their own space.

How well children and young people are helped and protected: inadequate

Staff fail to put in place effective safeguarding measures. They do not take the necessary action to minimise risks to children. For instance, all three children left the home together, despite two of them needing high levels of supervision. One child damaged the front door to enable them to leave the house. Staff were present but did not intervene. As a result, three vulnerable children roamed central London at night and were at risk of harm.

Staff fail to keep children safe due to poor behaviour management. During incidents, staff protect each other rather than children. Some hide in safe places, like bathrooms. There is a lack of skills and strategies to calm more difficult situations. This has led to staff calling the police to manage children's behaviour when this could have been avoided if staff had been helped to develop the necessary skills and knowledge. Leaders have not recognised the impact of this on children or addressed staff practice or concerns.

Recruitment checks are inadequate, and leaders and managers cannot be assured staff are suitable to work with children. For example, leaders and managers have not reviewed gaps in the employment histories of all staff.

Children's behaviour support plans fail to accurately capture their needs. Vital information is often not included or is incorrect. For example, one child's plan stated that they have specific learning needs, but staff were unable to tell inspectors about these or how they would support the child. The child's social worker later confirmed that the information in the plan was completely incorrect. This confusion and inaccuracy in records results in children not receiving the support they need.

Leaders and managers notify Ofsted about serious incidents, but these notifications lack adequate detail. Leaders and managers have not checked the accuracy of the information before sharing this with Ofsted. This prevents the regulator from having clear oversight of the home.

The effectiveness of leaders and managers: inadequate

Leaders and managers do not have adequate oversight of the home. They fail to effectively monitor staff practice and the quality of care provided to children. This results in the children not receiving the care they need. The home lacks clear routines and structure, with insufficient oversight of the home's operations.

The registered manager noted that children only respond to certain members of staff. The registered manager tries to compensate for this by intervening to meet the

children's needs. This results in staff being disempowered, and there is a management failure to review children's care effectively. In addition, there are insufficient strategies to support staff to promote children's well-being and safety.

Staff lack confidence in delivering day-to-day care to children. Leaders and managers say there is low morale among staff. Staff voice concerns about incidents in the home but leaders and managers have no plans to address these issues.

The home's statement of purpose misrepresents the service and staff approach. For example, it states that a therapeutic care model is used in the home. However, staff could not explain this approach and there was no evidence of this in practice. As a result, there is a gap between the home's stated goals and staff practice. This has a detrimental effect on the quality of care children receive.

Leaders and managers were not able to provide all basic information to inspectors. For example, the registered manager could not confirm if staff were trained to help them understand and meet the children's needs.

Leaders and managers fail to provide crucial guidance through quality supervision. This missed opportunity undermines the potential for improved practice and professional growth.

As a result of concerns found at this inspection, Ofsted issued a notice restricting the accommodation of the home. Ofsted also issued three compliance notices under The Children's Homes (England) Regulations 2015, regulations 11, 12 and 13. Shortly after the inspection ended, leaders provided an action plan to begin to address the shortfalls identified.

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 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; help each child to develop socially behaviour; encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding; help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship; strive to gain each child's respect and trust;	24 November 2024

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; de-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(viii)(ix)(xi))	
*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— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child; help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; manage relationships between children to prevent them from harming each other; 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 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)(a)(i)(ii)(iii)(iv)(v)(vi)(b))	24 November 2024
*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare.	24 November 2024

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 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; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(c)(e)(f)(h))	
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; provide personalised care that meets each child’s needs, as recorded in the child’s relevant plans, taking account of the child’s background; help each child to understand and manage the impact of any	24 November 2024

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)(iv)(v)(vi)) In particular, the registered manager must ensure that staff provide care in line with the statement of purpose. Staff must also ensure that children receive the individual support they need to understand their past and present, so they can develop their confidence and make progress in their lives.	
The care planning standard is that children— receive effectively planned care in or through the children’s home; In particular, the standard in paragraph (1) requires the registered person to ensure— that arrangements are in place to— manage and review the placement of each child in the home; and that each child’s relevant plans are followed. (Regulation 14 (1)(a) (2)(b)(ii)(c)) In particular, the registered manager must ensure that staff work to children’s agreed plans and any legal orders that are in place. The registered manager must also ensure that children’s internal plans support staff to put in place routines and support any behaviour concerns. The registered manager must ensure that children’s information is considered contextually before they move into the home, to consider if staff can support them.	24 November 2024
The health and well-being standard is that— the health and well-being needs of children are met; children are helped to lead healthy lifestyles. In particular, the standard in paragraph (1) requires the registered person to ensure—	24 November 2024

that staff help each child to— achieve the health and well-being outcomes that are recorded in the child's relevant plans; understand the child's health and well-being needs and the options that are available in relation to the child's health and well-being, in a way that is appropriate to the child's age and understanding; understand and develop skills to promote the child's well-being. (Regulation 10 (1)(a)(c) (2)(i)(ii)(iv)) In particular, the registered manager must ensure that children have healthy routines and a healthy diet.	
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. 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. (Regulation 32 (1) (3)(d))	24 November 2024
The registered person must notify HMCI and each other relevant person without delay if— a child is involved in or subject to, or is suspected of being involved in or subject to, sexual exploitation; an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious; there is an allegation of abuse against the home or a person working there; a child protection enquiry involving a child— is instigated; or concludes (in which case, the notification must include the outcome of the child protection enquiry); or there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(a)(b)(c)(d)(i)(ii)(e))	24 November 2024

*These requirements are subject to a compliance notice.

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: 2775039

Provision sub-type: Children's home

Registered provider: Unity One Care Solution Ltd

Registered provider address: Flat 23, 30 Barking Road, London E16 1GQ

Responsible individual: Christopher Lingham

Registered manager: Chioma Nkemdirim

Inspectors

Jo Tarbie, Social Care Inspector

Ruth Okezie, Social Care Inspector

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