

SC028598

Registered provider: Ja Nailah Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The provider states in its statement of purpose that it provides 'a home for five young women aged 14 upwards. The home extends to offer placements to young mothers and their babies.'

The provider states in its statement of purpose that the registered manager has 'delegated the operational role and function of the home to the care manager and the assistant manager. This includes the responsibility for the day-to-day management of the home.'

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers carried out under the social care common inspection framework (SCCIF) on 17 March 2020. We returned to routine SCCIF inspections on 12 April 2021.

Inspection dates: 2 and 3 February 2022

Overall experiences and progress of children and young people, taking into account **inadequate**

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

The effectiveness of leaders and managers **inadequate**

There are widespread failures that mean children are not protected or their welfare is not promoted or safeguarded and the care and experiences of children are poor.

Date of last inspection: 3 December 2019

Overall judgement at last inspection: sustained effectiveness

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
03/12/2019	Interim	Sustained effectiveness
30/05/2019	Full	Good
31/01/2019	Interim	Improved effectiveness
16/04/2018	Full	Requires improvement to be good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

Leaders and managers fail to monitor the operation of the home effectively. They do not ensure that staff have the necessary skills and experience to support, safeguard and promote the well-being of children living in the home. As a result, children are at risk of harm and their care and experiences are poor. Risks relating to going missing from care and child exploitation have increased for one child.

The home's statement of purpose is not an accurate reflection of the home. The inspector found no evidence of the provider's stated therapeutic model of care, nor therapeutic key-work sessions for the children. Staff spoken with were unable to identify the home's therapeutic care model and they do not receive therapeutic care training.

Staff lock the home's front door, kitchen and lounge doors at night. A child told the inspector that a member of staff refused to get out of bed at night to provide her with a snack and the inspector observed a staff member smoking in the back garden. These restrictions and observations detract from a therapeutic environment.

Children receive some sanctions to help improve their behaviours. However, sanctions include a restriction of children's visitors to the home. This is contrary to regulation. Boundaries and house rules in the home are ineffective and staff do not apply them consistently. For example, staff agree that children can leave the home after their curfew times to visit the shops. This may place children at risk in the community.

Children's financial incentives to refrain from alcohol or substance misuse in the home or for them to return home before their agreed times are largely unsuccessful. This was demonstrated when one child said, 'I don't care about incentives.'

Staff do not follow the home's policy on children's bedroom checks. A child described children misusing alcohol and cannabis in the home. Alcohol and drugs paraphernalia have been found in children's bedrooms. The child said, 'Staff don't do much about it.' A child's bedroom heater caused their duvet to smoulder, setting off the fire alarm. The fire brigade attended. Ofsted was not notified of this significant incident.

Children complete the home's feedback forms. They describe some of the staff as, 'helpful' and 'like a second mum', while other children describe some staff as 'rude, unsupportive and disrespectful'. The inspector found no evidence that these concerns had been acted upon.

All children living in the home have a school place. There have been exam successes and some children have returned to education after a significant period of absence. However, some of the children's school attendance is irregular.

A social worker said, '[X] has not made much progress,' and staff 'have struggled to motivate [X].' Another social worker described a child as 'more settled now and able to manage her challenging behaviour better.'

Examples provided by the registered manager of children's progress include children building positive relationships with their families and staff, developing independence skills, such as cooking and baking, and improved diets. Children engage in their hobbies and interests, such as music production and basketball. Children also enjoy foot spas, pampering sessions and hobby crafts at home.

The home environment is clean and maintained to a suitable standard. The outbuilding in the rear garden of the home has recently been developed into an extra space for games and other activities for children. The inspector was told that the kitchen will be upgraded shortly.

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

All children living in the home at the time of this inspection are at risk of child sexual exploitation. Furthermore, the inspector found that one child's risks have increased since they moved into the home.

Staff do not assess the risks of child criminal exploitation to children. Staff have not undertaken child criminal exploitation training and some staff have not undertaken child sexual exploitation training. This limits staff's understanding and management of children's risks.

Children do not receive regular key-work sessions to help and support them. Some children have not had any key-work sessions for three months. One child reported that they did not know who their key worker was.

The Metropolitan Police report that the home has the highest number of children missing from home episodes in the area. The registered manager reported that missing-from-home episodes have recently reduced. The inspector was unable to find evidence of this. Staff follow the home's missing-from-home policy and procedures. However, the records of children's curfew times do not match the times agreed by their placing authorities. Furthermore, staff do not consistently record the date and time when children return home when they have been missing.

Staff do not always know the whereabouts of children when they are not in the home. This does not help to ensure that children are located and safely returned home promptly when they are missing from home. A professional said, 'The staff are not safeguarding [X].' One child who was missing from home was found to have been many miles from the home visiting a 'boyfriend' and the same child is known to have visited a 'trap house' (a building where illegal drugs are sold) with a kitchen

knife to protect herself from a man who was alleged to have had a gun. Ofsted was not notified of this significant incident.

Systems in place to help safeguard children when they are missing from home include children having a 'safe word'. However, staff spoken with during the inspection did not know what children's safe words are. This compromises safeguarding practice and places children at risk of harm.

Managers were recently invited to a multidisciplinary safety planning meeting to evaluate and manage the risks to one child. Managers did not know the outcome and decisions of the meeting. This lack of knowledge means that staff lack an understanding of the risks and agreed actions to mitigate those risks to help to keep the child safe.

One child told the inspector that she feels intimidated and bullied by other children living in the home. The child described being frightened, worried she would be hurt and not feeling safe when 'they are drunk in their bedrooms'. Children told the inspector that they did not know how to complain. The registered manager disagreed with this statement. The inspector understands that leaders and managers met with all the children together during the inspection to address these concerns.

Staff support children with their health needs. However, some staff administer children's medication without suitable training. This could potentially lead to unsafe practice.

The effectiveness of leaders and managers: inadequate

The leadership and management of the home are weak and ineffective. The registered manager has delegated the day-to-day running and operational role and function of the home to the newly appointed service manager and care manager.

The inspector was informed that during a large part of 2021 management and staffing challenges arose due to COVID-19-related illnesses and other personnel issues. The deputy manager managed the home during this time. She described being 'left to hold the reins' and said that she had no experience of management in children's residential care.

Staff do not have the necessary skills and expertise to meet the individual needs of the children in their care. The home's training matrix shows that the last staff training events were in October 2021. Leaders and managers say that some training was put on hold due to the pandemic and additional training is scheduled.

Leaders and managers do not provide staff with regular monthly supervision. One member of staff reported being anxious at work and asked for support due to the 'consistent physical and verbal abuse' that they suffered at work. Leaders and managers could not provide any evidence of the support the staff member had been offered. The registered manager was unaware of these welfare concerns.

The inspector found shortfalls in the home's records and documents. For example, children's behaviour monitor charts and self-care charts are not signed and dated and are not up to date.

When staff do not attend team meetings, they do not always sign to say that they have read the meeting records. This means that staff are not up to date regarding the children, their progress and their needs. Placement planning meeting records are inconsistent. The registered manager said, 'The recording systems could be better and staff need to read more.' The inspector was informed that new management systems are currently being embedded into practice.

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, 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 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. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi))	4 March 2022
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.	4 March 2022

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; treat each child with dignity and respect. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(iii))	
The children’s views, wishes and feelings standard is that children receive care from staff who— develop positive relationships with them; engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children’s care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— ascertain and consider each child’s views, wishes and feelings, and balance these against what they judge to be in the child’s best interests when making decisions about the child’s care and welfare; help each child to express views, wishes and feelings; help each child to understand how the child’s views, wishes and feelings have been taken into account and give the child reasons for decisions in relation to the child; regularly consult children, and seek their feedback, about the quality of the home’s care; help each child to understand how the child’s privacy will be respected and the circumstances when it may have to be limited.	4 March 2022

ensure that each child— is enabled to provide feedback to, and raise issues with, a relevant person about the support and services that the child receives; has access to the home’s children’s guide, and the home’s complaints procedure, when the child’s placement in the home is agreed and throughout the child’s stay in the home. (Regulation 7 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(b)(i)(ii))	
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 aware 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 understand, in a way that is appropriate according to the child’s age and understanding, personal, sexual and social relationships, and how those relationships can be supportive or harmful;	4 March 2022

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; 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; understand and communicate to children that bullying is unacceptable; and have the skills to recognise incidents or indications of bullying and how to deal with them. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix)(x)(xi)(xii)(xiii))	
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. 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 has sufficient staff to provide care for each child;	4 March 2022

ensure that the home's workforce provides continuity of care to each child. (Regulation 13 (1)(a)(b) (2)(a)(b)(c)(d)(e))	
The registered person must— keep the statement of purpose under review and, where appropriate, revise it; and notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision. Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose. (Regulation 16 (3)(a)(b) (5))	4 March 2022
No measure of control or discipline which is excessive, unreasonable or contrary to paragraph (2) may be used in relation to any child. The following measures may not be used to discipline any child— any restriction, other than one imposed by a court or in accordance with regulation 22 (contact and access to communications), on— a child's contact with parents, relatives or friends; visits to the child by the child's parents, relatives or friends; a child's communications with any persons listed in regulation 22(1) (contact and access to communications). (Regulation 19 (1) (2)(c)(i)(ii))	4 March 2022
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 (4)(a)(b))	4 March 2022

The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; and are signed and dated by the author of each entry. (Regulation 36 (1)(a)(b)(c))	4 March 2022
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))	4 March 2022
The registered provider must appoint a person to manage the children's home if— there is no registered manager in respect of the home; and the registered provider— is an organisation or a partnership; does not satisfy regulation 28; or is not, or does not intend to be, in day-to-day charge of the home.	4 March 2022

If the registered provider appoints a person to manage the home, the registered provider must, without delay, give HMCI notice of—

the name of the person so appointed; and

the date on which the appointment takes effect.
(Regulation 27 (1)(a)(b)(i)(ii)(iii) (2)(a)(b))

* This requirement is subject to a compliance notice.

Recommendation

- The registered person should ensure that staff have the relevant skills and knowledge to safely administer children's medication. ('Guide to the Children's Homes Regulations, including the quality standards', paragraph 7.12, page 34)

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: SC028598

Provision sub-type: Children's home

Registered provider: Ja Nailah Limited

Registered provider address: Nailah House, 19 Pentire Road, London E17 4BY

Responsible individual: Jennifer Lapompe

Registered manager: Jennifer Lapompe

Inspector

Victoria Jones, Social Care Inspector

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