

Inspection report for children's home

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|--------------------------------|-----------------|
| <b>Unique reference number</b> | SC028598        |
| <b>Inspector</b>               | Angus Mackay    |
| <b>Type of inspection</b>      | Full            |
| <b>Provision subtype</b>       | Children's home |

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|----------------------------------|--------------------------------|
| <b>Registered person</b>         | Ja Nailah Limited              |
| <b>Registered person address</b> | 19 Pentire Road LONDON E17 4BY |

|                                |                  |
|--------------------------------|------------------|
| <b>Responsible individual</b>  | Jennifer Lapompe |
| <b>Registered manager</b>      | Jennifer Lapompe |
| <b>Date of last inspection</b> | 29/08/2013       |

|                        |            |
|------------------------|------------|
| <b>Inspection date</b> | 04/11/2014 |
|------------------------|------------|

|                                          |      |
|------------------------------------------|------|
| Previous inspection                      | good |
| Enforcement action since last inspection | none |

|                                        |                 |
|----------------------------------------|-----------------|
| <b>This inspection</b>                 |                 |
| <b>Overall effectiveness</b>           | <b>adequate</b> |
| Outcomes for children and young people | adequate        |
| Quality of care                        | adequate        |
| Keeping children and young people safe | inadequate      |
| Leadership and management              | adequate        |

## Overall effectiveness

|                   |                 |
|-------------------|-----------------|
| Judgement outcome | <b>adequate</b> |
|-------------------|-----------------|

There were no young people present during this inspection. The Registered Manager was not present during the inspection but the care manager was present throughout. The managers of the home are experienced in working in residential settings and providing support and guidance to staff. The home has a development plan and clear Statement of Purpose which show the services available within the home and proposed developments.

The home has reopened after a lengthy closure, allowing significant work to be completed to the upper level. During the inspection weaknesses in safeguarding and in leadership and management were identified. In particular managers have failed to ensure that all policies and procedures are up to date and provide clear guidelines for staff. The home does not have an independent visitor and monitoring of care in the home by the manager has not been in line with changes in children's homes regulations. Fire safety measures are inadequate and do not support the provision of a safe environment. Staff recruitment has gaps although all staff have suitable disclosure and barring checks. Some recording systems require updating although they had not impacted negatively on the care of the young people. Other areas for development included: damaged bedroom furniture; carpeting or floor finishes; and staff deployment to ensure identified risks are safely managed.

## Full report

### Information about this children's home

This home is privately operated and provides long-term residential placements to up to four young women. The home has now extended its services to offer care and support to expectant and young mothers. Young women are able to reside at the home with their babies for a specified amount of time.

### Recent inspection history

| Inspection date | Inspection type | Inspection judgement  |
|-----------------|-----------------|-----------------------|
| 29/08/2013      | Full            | good                  |
| 09/07/2013      | Full            | inadequate            |
| 28/01/2013      | Interim         | satisfactory progress |
| 18/10/2012      | Full            | good                  |

### What does the children's home need to do to improve further?

### Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Children's Homes Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

| Reg.          | Requirement                                                                                                                                                                                                                                                                                         | Due date   |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 16<br>(2001)  | update the policy which is intended to safeguard children accommodated in the children's home from abuse or neglect and sets out the procedure to be followed in the event of any allegation of abuse or neglect(Regulation 16(1)(a)(b))                                                            | 31/12/2014 |
| 17B<br>(2001) | the registered person must ensure that within 24 hours of the use of any measure of control, restraint or discipline in the children's home, a written record is made in a volume kept for the purpose of which shall include the details listed (3) (a) to(i) and (4) (a) and (b)) (Regulation 17B | 31/12/2014 |

|              |                                                                                                                                                                                                                                                                                            |            |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|              | (3)(4))                                                                                                                                                                                                                                                                                    |            |
| 26<br>(2001) | ensure no person is employed to work in the children's home unless that person is fit to work there and full and satisfactory information is available in relation to him in respect of each of the matters specified in Schedule 2 (Regulation 26(1)(a)(3)(d))                            | 31/12/2014 |
| 32<br>(2001) | ensure that you take adequate precautions against the risk of fire, including the provision of suitable fire equipment and in particular ensure that checking of fire safety equipment occurs at the frequency detailed in the fire risk assessment ( Regulation 32 (a))                   | 05/11/2014 |
| 33<br>(2001) | appoint an independent person to visit and report on the children's home in accordance with this regulation (Regulation 33 (1))                                                                                                                                                            | 31/12/2014 |
| 34<br>(2001) | maintain the system for monitoring the matters set out in Schedule 6 (Regulation 34 (1))                                                                                                                                                                                                   | 31/12/2014 |
| 35<br>(2001) | ensure that the home has a copy of the children's homes regulations 2001( and of any amendments to them) and these are made available to any person working in the home, any child accommodated in the home, and the parent of any child accommodated in the home. (Regulation 35(a)-(c )) | 31/12/2014 |

## Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- ensure the disciplinary procedure clearly separates staff disciplinary processes from child protection enquires and criminal proceedings and is known by staff ( NMS17.7)
- ensure that the overall number, competence and deployment of staff and number and deployment of staff, both as a group and on individual shifts, can fulfil the home's Statement of Purpose and meet the individual needs of all children resident in the home in particular provides suitable cover at night time for high risk children and young people(NMS17.1)
- ensure that the home provides a comfortable and homely environment and is well maintained and decorated, in particular ensure that young people's bedrooms are suitably furnished and that all staircases are suitably carpeted (NMS10.3)
- ensure that all staff and children are familiar with and have practiced the

emergency escape plan so they know what to do in an emergency.  
(NMS10.8)

## Inspection judgements

### Outcomes for children and young people **adequate**

Young people express their views about their placement plans and ensure that they can follow family cultural or religious expectations as they wish. Young people can and do choose to follow aspects of their religion that are important to them. For example celebrating religious festivals but not strictly following dress or diet codes.

When resident in the home, young people attend school and have improved attendance rates. However they have not fully engaged in school and are under attaining there. Young people due to sit examinations in the coming academic year are engaging in discussion about means of improving their participation in school and to improve predicted grades.

Young people have fully cooperated with health checks since coming to the home. In many cases these have highlighted significant needs for the young people. Young people have attended optician's appointments and where necessary have chosen corrective glasses. Where young people have required dental treatment appointments have been arranged with their agreement. General medical checks have included young people discussing issues of sexual health, which they are continuing with support from their keyworkers. Young people, where necessary, have received appropriate assistance from child and adolescent mental health services to address complex health issues. Young people are setting personal health targets including reducing smoking. Young people are improving their health and mental wellbeing through this work.

Young people engage in key working sessions allowing them to explore personal issues including: identity; self-esteem; resilience; self-harm; education; personal interests; safe sex; and relationship formation. Young people use these sessions positively to improve their personal image, self-esteem and confidence. One young person wrote in her placement plan, 'I am trying to get help to make me feel better.'

Young people have commenced developing self-help skills and preparing themselves for independence. They are expected to keep their rooms tidy and do their own laundry. During the inspection the young people's rooms were not well maintained with dirty clothes, plates and glasses on the floor. However young people express a desire to improve life skills and improve in areas such as budgeting and cooking. Young people gain confidence and improved ability to care for themselves through this work.

### Quality of care **adequate**

Young people are involved in making decisions about the home. They join with staff in shopping for food and assist in creating the menu. Young people have good relationships with staff. One social worker said, 'The young person appears very happy in the home. She would rather be in her home area but says the staff are very good. They are friendly and support her where ever she requests support.'

Young people are involved in setting placement plan targets and in particular their views on how to meet their personal, cultural and religious needs are listened to and enacted by staff. Young people are supported to follow their religions but in the manner they wish. Young people receive good support to celebrate and meet their religious and cultural needs as they wish to. Comments from social workers include, 'They listen to the young person and support her decisions about her religion.'

Staff support young people in their attendance and performance at school. Key working sessions show evidence of discussion about school attendance and what help the home can provide to young people to help them achieve their educational goals. The home has developed good links with key people in local schools and schools young people attend. One social worker said, 'They assist the young person in attendance at school. They sometimes drop her off there and pick her up. They encourage her to attend school.'

Staff provide young people with guidance about health issues including sexual health. They arrange all medical appointments and ensure that young people receive appropriate medical, optical and dental health check-ups and treatment. Placement plans contain information on health care and how these needs are to be met. Placement plans had clear targets but did not identify who was to meet them and by when. All targets had been met and placement plans, including health care plan were modified during the inspection to include clear information on responsibilities, timescales and when targets were met. Young people are cared for in line with their placement plans and consequently receive adequate care.

Staff have developed good links with support services for young people. They make good use of these links to aid in improving the care of young people. For example the local police team have arranged to visit the home to discuss child sexual exploitation with the young women in the home. The home has good links with local child and adolescent mental health services enabling young people to receive support where necessary.

### **Keeping children and young people safe    inadequate**

Young people have placement plans which clearly identify risks and some protective factors. These are regularly reviewed and updated to ensure they reflect the current risks young people pose. However some identified risks associated with high risk behaviours and disrupted sleep patterns are not adequately and safely managed. For example there was no waking night care staff in place when working with these

behaviours leading to day staff having to remain awake until young people seemed settled. This did not effectively manage the risks for young people.

The home has a recruitment procedure which is mainly in line with safer recruitment guidelines. However staff files did not include all information required to ensure only appropriate people are appointed. There was no evidence on any of the files of written explanation of gaps in employment. The home had suitable checked references and disclosure and barring checks on all staff appointed. These checks do not fully ensure that only suitable staff are appointed.

The home has a fire risk assessment and has been conducting checks of fire safety equipment. The risk assessment requires fire safety equipment, including smoke detectors, to be checked weekly but these tests have been occurring monthly. There has been no emergency evacuation of the building since the last inspection. Young people and staff are not adequately protected from the risk of fire.

The home has a child protection policy which provides good guidance to staff about issues of abuse, neglect and sexual exploitation. The policy contains guidance on internet safety. In addition the home has a policy on missing persons and uses the local protocol in reporting these issues. However the policies are out of date and refer to practices and bodies which no longer exist and do not clearly identify when contact should be made with the Local Authority Designated Officer (LADO). The child protection policy does not clearly outline what actions should be taken to safeguard children if allegations were made against staff in the home. The child protection policy and procedures do not adequately safeguard young people in the home.

Staff apply consistent boundaries with young people in the home and manage difficult behaviour in line with young people's placement plan guidance and risk assessments. The use of sanctions is appropriate and is supported by positive rewards for exceptional behaviour. Consequently there have been no physical interventions with young people for several years. However the recording of any measure of control, restraint or discipline is not done in a volume kept for that purpose and there is no review of the effectiveness of sanctions. This has not had a detrimental impact on the safe care of young people in the home but does not support the managers expressed desire to improve the effectiveness of interventions with young people.

## **Leadership and management**

## **adequate**

The home has a long standing Registered Manager who is experienced and suitably qualified as a manager and social worker. The home has appointed a care manager, who is being prepared for the role of Registered Manager and is highly experienced in working in both residential care and adolescent mental health settings. The care manager was present throughout the inspection. She has a sound knowledge of the



functioning of the home and the proposed future developments. The care manager maintains a development plan for the home which already had action plans to meet some of the requirements set during this inspection. The home were aware of a number of recent changes in regulations and had acted appropriately to address them. However there were several areas where policies and procedures were not in line with current regulations, managers were not aware of these changes and the home did not have a copy of the revised children's homes regulations available for staff. The home has successfully addressed two of the three recommendations set at the last inspection.

The home had appointed an independent visitor to conduct monthly visits to the home but these visits have not occurred and the person has not taken up the post. The home has identified a need in the development plan to prioritise this appointment to enhance the safe care of the young people. The short time young people have been resident in the home minimises the impact this has had on them.

The manager has established her own internal monitoring of the home and has submitted reports to Ofsted at the required frequency. The reports seek to identify means of improving the care to young people in the home. However the manager has not been using the relevant schedule, as modified and implemented this year, to guide her monitoring. Due to the short time the home has been functioning this has had no negative impact on the young people accommodated in the home.

The manager maintains a Statement of Purpose which is clear accessible and regularly updated. During the inspection a revised statement was submitted to Ofsted.

The home is well maintained and most areas are clean and comfortably furnished. Young people have privacy in their bedrooms with each room having its own en-suite bathroom and a lockable door. However bedroom furniture is old, shabby and in some cases damaged. Not all staircases are carpeted, detracting from the general homely atmosphere in the house.

The home has health and safety checks in place and has up to date certified checks of all relevant matters other than the previously identified fire safety issues.

The manager has conducted a training audit identifying future training needs of the team. Training courses are planned to ensure that all staff are suitably prepared to meet the aims and objectives of the home. All staff undergo induction to the home which ensures they are familiar with the codes of practice, health and safety issues and how to work with individual young people. Staff receive regular good quality supervision which has a strong focus on the delivery of care to young people. Staff are adequately prepared to work with the young people in the home.

## What inspection judgements mean

| Judgement   | Description                                                                       |
|-------------|-----------------------------------------------------------------------------------|
| Outstanding | A service of exceptional quality that significantly exceeds minimum requirements. |
| Good        | A service of high quality that exceeds minimum requirements.                      |
| Adequate    | A service that only meets minimum requirements.                                   |
| Inadequate  | A service that does not meet minimum requirements.                                |

## Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.