

SC028598

Registered provider: Ja Nailah Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home provides care and accommodation for up to five young women who may have emotional and/or behavioural needs. The home offers its service to expectant women and young mothers, who are able to reside at the home with their babies for a specified amount of time.

Inspection dates: 16 to 17 April 2018

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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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: 10 July 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
10/07/2017	Full	Good
30/01/2017	Interim	Sustained effectiveness
01/11/2016	Full	Good
16/03/2016	Interim	Sustained effectiveness

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
Fitness of registered provider A responsible individual must— have the capacity to supervise the management of the home. (Regulation 26(7)(b))	11/07/2018
Fitness of workers 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; or if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the requirements in paragraph (3). The requirements are that— the individual is of integrity and good character; the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32(3)(d) schedule 2(6))	11/07/2018
Employment of staff The registered person must ensure that all employees— receive practice-related supervision by a person with appropriate experience. (Regulation 33(4)(b)) This is with reference to agency staff who work regularly at the home not receiving formal supervision.	11/07/2018

The education standard The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to achieve the child’s education and training targets, as recorded in the child’s relevant plans; support each child’s learning and development, including helping the child to develop independent study skills and, where appropriate, helping the child to complete independent study; promote opportunities for each child to learn informally. (Regulation 8(2)(a)(i)(ii)(v)) This is with reference to ensuring that the home offers young people constructive and educational activity when they are not in school or receiving tuition at home.	11/07/2018
The positive relationships standard The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— encourage each child to take responsibility for the child’s behaviour, in accordance with the child’s age and understanding. (Regulation 11(1)(a), (2)(a)(iii)) In particular, the home should ensure that young people contribute to the development of their own behaviour support plans.	11/07/2018
The leadership and management standard 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	11/07/2018

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 has sufficient staff to provide care for each child.

(Regulation 13(2)(c))

In particular, the home must ensure that the staff receive physical restraint training.

Recommendations

- Ensure the children's guide contains the contact details for the Office of the Children's Commissioner. ('Guide to the children's homes regulations including the quality standards', page 23, paragraph 4.23)
- The registered person should oversee the welfare of the children in their care through observation and engagement with: each child. ('Guide to the children's homes regulations including the quality standards', page 54, paragraph 10.23)
- Staff should take account of information provided by return home interviews following episodes when a child has been missing. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.30)

Inspection judgements

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

Young people are happy at their home and enjoy a range of activities both as a group and with their friends. Young people value their home and build trusting relationships with staff. Placing social workers and parents describe the home as 'highly supportive' and 'really helpful'.

The home remains settled, with a limited turnover of staff and young people. Outcomes remain positive, with young people returning home to live with their parents or moving onto supported accommodation. Former residents visit the home to meet with staff and access further support.

Young people's progress in education is mixed. For example, when one young person was not engaged in tuition there was no structure or routine to their day. Staff did not provide a daily plan of activities or incentivise engagement by reducing the young person's access to the internet during school hours.

Young people reduce their risk-taking behaviours, such as self-harm. Key-work sessions allow young people to think through their behaviours and develop their own positive solutions. These new skills help young people to rebuild their self-confidence and relationships with their birth families.

Staff help young people to develop independence skills such as shopping, budgeting, cooking and cleaning. Internet-based resources support this. Staff follow the progress made by young people closely and capture it by updating care plans.

Young people feel that staff listen to them. An independent advocate supported a young person to successfully challenge a plan to move them from the home. One young person recently attended a staff meeting to feed back their comments to the whole staff team.

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

Restraint use is not safe. One staff member recently conducted an 'escort' of a young person as part of a physical restraint intervention, despite not having undertaken any restraint training since 2011, when the training required the staff member to undertake a refresher course in 2012. Physically restraining young people without proper training places young people and staff at risk of harm.

Only half of the staff team are restraint trained. Although the use of restraint by staff is very low at the home, the lack of training raises the risk of inconsistencies in behavioural management, and confusion for young people and the staff team.

Staff understand key areas of risk and the home's strategies for keeping young people safe. Staff work together to calmly offer young people a positive alternative to behaving negatively, and then reward them for engaging positively.

The quality of behavioural support plans and risk assessments is mixed. At present, plans do not reflect the wishes and feelings of the young people, such as how staff should respond to them when they are struggling. This shortfall diminishes the effectiveness of behavioural support plans.

Staff prioritise the importance of young people keeping in touch with their family and friends. Staff appropriately challenge placing authorities to risk assess the possibility of young people having overnight contact with their friends and family, where appropriate. This helps young people to build trust with staff and improves the stability of placements.

Young people reduce their episodes of 'missing' behaviour. Staff work closely with young people to remind them of the risk and danger posed by staying away from the home. This approach is supported by good partnership work between the home and the local police. However, on one occasion the home received an email from a social worker who had conducted a young person's return to care interview, that they could not open or read. Despite this staff did not take any further action to request the missing information.

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

The registered manager is also the owner of the home. She is a qualified social worker and highly experienced. Staff at the home report feeling confusion and 'uncertainty' caused by the inconsistency of her working hours at the home. In addition, staff state that there is an over-reliance on the deputy manager for leadership of the home.

During this inspection, the registered manager was present for a short period on the first day, as she was going on annual leave. The deputy manager supported the rest of the inspection.

Despite the deputy manager acting quickly to address the concerns identified by the inspector during this inspection, the overall management of the home requires improvement. For example, although managers became aware of the concern over the lack of restraint training in January 2018, limited progress has been made in arranging a training course for the entire staff team.

The management monitoring report contains limited information on the opinions of young people. This means that opportunities to obtain the views of young people are missed, which subsequently limits the report's effectiveness and purpose.

There is partial compliance with the requirements and recommendations made at the last inspection. The independent monitoring reports now offer a more in-depth evaluation of safeguarding at the home. In the absence of any new staff recruitment, it

is not possible to assess the robustness of safe recruitment procedures at the home. The children's guide continues to lack the contact details for the Children's Commissioner.

Staff are motivated and driven, and display a desire for improvement. One member of staff stated their aim to 'get through to young people more'. At present, agency workers who work regularly at the home are not receiving formal supervision. This leaves them lacking in guidance and support.

Managers advocate strongly for young people. Professionals are challenged to address issues of delay and to ensure that young people receive the specialist support that they require.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the difference made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and young people and their families. In addition, the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people whom it is trying to help, protect and look after.

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

Barnaby Dowell, social care inspector

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