

Jamma Umoja

Inspection report for residential family centre

Unique reference number	SC052588
Inspection date	20/08/2015
Inspector	Sandra Jacobs-Walls
Type of inspection	Full

Setting address	23 Hailing Park Road SOUTH CROYDON Surrey CR0 6NJ
------------------------	--

Telephone number	020 8639 4500
Email	e.freeman@jamma-umoja.org
Registered person	Jamma Umoja
Registered manager	Hugh Hill
Responsible individual	Linda Daley
Date of last inspection	05/12/2011

© Crown copyright <CopyrightYear>

Website: www.ofsted.gov.uk

This document may be reproduced in whole or in part for non-commercial educational purposes, provided that the information quoted is reproduced without adaptation and the source and date of publication are stated.

Service information

Brief description of the service

This residential family centre is a family resource service offering assessment and treatment services. The company is owned by a group of directors.

This centre provides assessments of parenting on a residential basis and in the community. The centre can accommodate up to nine families.

The inspection judgements

Outstanding

Good

Requires improvement

Inadequate

The overall experiences of children and parents

The overall experiences of children and parents are **good**.

Staff provide consistently high-quality care, support and guidance that result in progressive experiences for parents and improved outcomes for children. Families live in a comfortable and homely environment. They are protected from abuse, neglect, and violence. Parents receive good support to help them understand their own capacity to change and the impact of their behaviour on children. The centre is clear in their expectations about group living and staff manage any challenging behaviour appropriately.

Care planning is tailored to address families' individual assessment needs, and the service pays good attention to issues of equality and diversity. Families are actively engaged with plans; staff help them to understand what is happening throughout their stay.

Staff obtain families' wishes and views and these influence the assessment process, the running of the centre and service delivery. Families are aware how to complain and do so infrequently. Staff work in effective partnership with other professionals in order to achieve placement objectives.

Areas for improvement

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Residential Family Centres Regulations 2002 and

the National Minimum Standards. The registered persons must comply with the given timescales.

Reg.	Requirement	Due date
21 (2002)	ensure the premises to be used as the residential family centre are kept in a good state of repair externally and internally. In particular, ensure that the carpet on the main stairs is replaced (Regulation 21(2)(b))	01/11/2015
11 (2002)	ensure any unnecessary risks to the health and safety of residents are identified and so far as possible eliminated. In particular, to ensure gas inspections are conducted on an annual basis (Regulation 11(4)(c))	01/11/2015
23 (2002)	establish and maintain a system for reviewing at appropriate intervals and improving the quality of care provided at the residential family centre (Regulation 23(1)(a)(b))	01/11/2015
23 (2002)	supply to Ofsted a report in respect of any review conducted by him for the purposes of paragraph (1) and make a copy of the report available to residents (Regulation 23(2))	01/11/2015
25 (2002)	ensure where the registered provider is a partnership, the residential family centre is visited in accordance with this regulation by the responsible individual or one of the partners, as the case may be (Regulation 25(2))	01/11/2015
25 (2002)	ensure the visits under paragraph (1) or (2) take place at least once a month and may be unannounced. The person carrying out the visit shall interview residents and persons working at the residential family centre; inspect the premises, its daily log of events and records of any complaints; and prepare a written report on the conduct of the residential family centre. The registered provider shall supply a copy of the report required to be made to Ofsted, the registered manager and to each of the partners (Regulation 25 (3) (4) (a) (b) (c) (5) (a) (b) (c))	01/11/2015
17 (2002)	ensure that full and satisfactory information is available for each person employed in respect of all matters specified in Schedule 2 (Regulation 16 (3)(d))	01/11/2015
17 (2002)	ensure that all persons employed receive appropriate supervision. (Regulation 17(5)(a))	01/11/2015

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendations:

- seek feedback from parents in a systematic manner to encourage parents to share and take up issues in the most appropriate way and without fear that this will result in any adverse consequences (NMS 2.4)

- include in the statement of purpose the contact details of the Office of the Children's Commissioner and Ofsted (NMS 8.4)
- ensure that the staff learning and development programme is evaluated for effectiveness at regular intervals and is updated if necessary. (NMS 16.3)

Quality of assessment

The quality of assessment is **good**.

Staff ensure that assessments are completed in strict adherence to the direction and instructions of the local authority and courts. Families are assessed in accordance with the family placement plans and these are frequently reviewed and updated. Assessments are very much focused on children's needs of children; they are robust, comprehensive and consistently analytical in nature. Assessments demonstrate a strong understanding of family histories, known and potential risk and parents' capacity to care for their children safely.

Final assessment reports are based on sound evidence and give a clear account of assessment methods. A children's guardian comments, 'I have recently worked with a family placed at Croydon and consider that Jamma Umoja carried out an excellent and comprehensive assessment of the parents. I thought the reporting provided was excellent.'

Assessment methods and levels of staff intervention vary; this is determined by the needs of children and parents as the placement progresses. Staff have good experience of working with families where domestic violence, drug and alcohol use and learning disability are a feature. Families are appreciative that the level of support and guidance offered is a reflection of the progress or lack of progress being made. A resident said, 'I was so happy when I was taken 'off escort' and could go with my baby into the community alone. I worked for that.'

The centre's use of surveillance systems is explicit in care plans and all parties must agree to their use. Assessment methods are wide-ranging and evidence is well-triangulated. As a result, assessments are realistic about parental capacity for change and the extent to which parents understand the impact of their behaviour on their children.

Staff responsible for the completion of assessment reports are experienced, trained and qualified social workers. Staff receive good supervision in preparing written reports. This results in consistently high-quality reports and realistic recommendations about children's futures. Staff have excellent opportunity to reflect on their practice; this is a priority for managers and acts to enhance the continual improvement of the service.

Staff encourage parents' keen participation at every stage of the assessment. Parents indicate that they are not always clear about the assessment process and how they are doing. However, case file documents evidence that staff are consistently sharing placement issues and concerns openly with parents. Some parents feel unable to challenge elements of the assessment process and staff's decision-making about their ability to care for their children safely. The inspection finds that in such cases, parents are given good opportunity, especially through one-to-one meetings and key work sessions to explore any areas of disagreement. Parents' feedback and views are recorded and addressed.

Staff work in close collaboration with other professionals working with families at the point of their admission to the centre and thereafter. Staff's liaison and communication with key partners is effective. Professionals are able to make a significant contribution to the assessment process. A local authority team manager states in written feedback, '...the reports have been on time and there has been excellent communication from the unit.'

How well children and parents are protected and helped

The service is **good** at how well children and parents are protected and helped.

The centre ensures that the safety and well-being of children is at the heart of all its work. Staff ensure that relevant and comprehensive risk assessments are in place. These documents are reviewed and updated in line with the assessment of parent's capacity to protect their children and provide safe care. Staff ensure they obtain comprehensive background information from the local authority at the point of referral. This ensures that staff have a clear understanding family history and risk to establish effective assessment methods for individual children and parents.

Staff pay good attention to families' particular vulnerabilities. They are careful in care planning and throughout the assessment process to take full account of the of each individual family member's identity needs. For example, staff make use of McGaw's Parental Assessment Manual and Software in completing assessments with parents with learning disability. Staff ensure that families' cooking routines comply with any religious obligations. Staff are currently reviewing their dress code in relation to issues raised by a family currently resident who are devout Muslim. The centre ensures that male parents have the opportunity to engage one-to-one with male members of the staff team in acknowledgement of differences in gender perspectives. The centre's play materials, literature and art work are reflective of positive multi-cultural images.

The centre's ability to provide specialist input in key related fields is a clear strength of the service. For example, one of the directors has specialist training in domestic violence and takes the lead on running groups about this with parents. The organisation recruits specialist staff in the field of psychotherapy, mental health and substance misuse to support the work of core centre staff. Families benefit from direct work with these consultants, which helps inform the assessment process. Families also benefit from staff's regular consultation with specialist staff which enables them to reflect on current case management issues and practice development.

Staff promote child and parental health education and employment well. This is particularly the case for the centre's promotion of healthy lifestyles. Staff encourage healthy eating by providing cooking classes more recently. The centre's 'healthy eating tuck trolley' provides families with the opportunity to choose nutritious foods and snacks to eat on a daily basis. Staff receive training in first aid, the safe administration of medication, health and safety and food hygiene. This supports their efforts to keep children safe and promote good health care.

The centre maintains comprehensive records of health care matters. All families are promptly registered with local primary care services. Excellent links exist with midwifery and health visiting services in particular. Staff work collaboratively with mental health professionals to ensure parents' mental health support needs are effectively met. Staff keenly monitor the psychological health of individual family members, paying attention to the development of healthy family relationships, attachment and bonding, particularly between parents and their children. Staff intervene appropriately if there are concerns about children's attachment and emotional needs.

Staff promote positive relationships between all families resident at the centre and they generally relate well with each other. A parent said, 'I get on with everyone here. Some of us have become friends.' Friendships among families can pose difficulties at the centre, but staff are skilled in diffusing emerging issues and they respond well to any anti-social behaviour. Staff vigilance is consistent; as a result, there are very few instances of challenging behaviour.

Parents receive clear information about the centre's complaints procedures. Making complaints is discussed in individual sessions and collectively at residents' meetings. Complaints received are managed appropriately and in accordance with the complaints procedure. Despite this, some families indicate a reluctance to make complaints for fear of reprisal. The centre is in the process of developing general feedback forms to distribute to parents to better obtain their views and opinions.

No allegations have been made against staff or the service in the past 12 months. Parents benefit from staff's training and knowledge of clear and comprehensive child and adult protection policies and procedures. No instances of a parent or child going missing from the centre or without staff agreement, have occurred. Again, families and staff benefit from clear written guidance about the management of any such incidents. Centre policies are in adherence with local protocols of the host local authority and police.

The building premises is physically safe and appropriately secure. Families comment that the use of CCTV offers an additional level of security. Improvement is required in some aspects of health and safety. In particular, the main stair carpet is significantly frayed at the edge of several steps. This poses a potential hazard and some parents report they have in fact slipped while using the stairs. Staff indicate that the home is due to replace carpet in many areas of the home and possibly install floorboards for individual bedrooms. The centre's annual gas inspection is overdue. Staff took immediate action in arranging a gas inspection for the following day.

Working with partners to improve outcomes

The service is good at working with partners to improve outcomes.

Staff work in close partnership with social workers and representatives of placing authorities and the host local authority. This ensures the effective coordination of placement planning and to ensure placement objectives are being met. Partners are very much involved in reviewing placement progress and any issues of concern.

Staff have effective working relationships with other agencies and professionals involved in the families lives. This is particularly the case for health care professionals, local authority social workers, court representatives and mental health specialists. The centre has good links with the Local Safeguarding Children Board.

The service has excellent links with the local community; they encourage families' strong participation in relevant community resources. Examples of these include the local health clinic, children's centres for attendance at various group and activities including parenting classes, play provision and groups specifically designed for fathers.

The effectiveness of leaders and managers

The effectiveness of leaders and managers **requires improvement.**

The leadership and management of the residential service requires improvement. The practices of the centre are sound. However, shortfalls in the effectiveness and efficiency of monitoring systems has impacted negatively on this outcome judgement.

Leaders and managers of this residential family centre are yet to implement effective and efficient monitoring systems to assist with the review and improvement of the service. While there are strong systems in place that prioritise the quality of practice, managers do not demonstrate an understanding of key regulatory requirements.

The centre fails to produce any monitoring reports. This is in breach of The Residential Family Centres (Amendment) Regulations 2013 and does not evidence the systematic review of service provision and delivery.

The organisation's vetting and selection processes are not sufficiently robust and so do not demonstrate safe recruitment practices that enhance the safety of families staying at the centre. For example some staff personnel files fail to evidence that where internal promotions have been made, the necessary vetting procedures have been followed. In such cases, staff references were obtained for the position originally applied for, but not for the new position, even if the two positions bear no

relation to each other.

Staff indicate that they are well supported by managers and receive appropriate formal and informal individual and peer supervision. This support is further enhanced by regular team meetings, and case management meeting which promotes reflective practice. However, individual supervision meetings are not frequently held for some members of staff. This issue was highlighted as cause of concern at the previous inspection so the centre has not made progress.

Staff training opportunities are good, in particular for newly qualified social work staff. The organisation has very good partnership links with local universities and is seeking accreditation of its Assessed and Supported Year in Employment programme for newly qualified social workers. More challenging training for those longer-serving members of the team is not available. The staff training matrix is incomplete and does not evidence all training undertaken by staff. Therefore, it does not accurately reflect team or individual staff development. Failure to efficiently monitor these issues have contributed to the identified shortfalls.

Managers have high expectations and vision for the improvement of assessment practice and there is a development plan in place to assist the improvement and expansion of the service. For example, the document identifies increasing the unit capacity to accommodate more families, further staff recruitment, staff training and the refurbishment of the building as future goals. Managers' passion and commitment to the development of the service is well-communicated to the staff team, who are equally committed to the work they do. A staff member says of their role, 'The thing I enjoy most? It's so rewarding when a family leaves with their children and you can see how far they have come. I love it when parents look at you and say, "Thank you for your help." Then I know I have made a difference.'

The centre is appropriately staffed and resourced. Families benefit from the efforts of the two operational directors, one of whom is the Registered Manager. The Registered Manager is permanently employed and is a highly skilled, qualified social worker with vast experience in the field of social work and assessment. Leaders and managers ensure that the focus of the service is child centred; admissions take full account of childrens' needs and that of their parents in promoting safe care. No notifications regarding significant events have been made to Ofsted for a significant period of time.

The centre's statement of purpose is a comprehensive document that outlines well the aims and objectives of the service. The document requires some revision as it is not fully compliant with standards.

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 inspection framework and the evaluation schedule for the inspection of residential family centres.