

# Chariteens Residential Family Centre

Chariteens Residential Family Centre Limited  
10 Khartoum Road, London E13 8RF  
Inspected under the social care common inspection framework

## Information about this residential family centre

This centre is registered to provide care and accommodation for six families. Alongside parenting assessments, the centre facilitates psychological assessments, drug and alcohol testing and counselling.

**Inspection dates:** 14 to 15 May 2019

<b>Overall experiences and progress of children and parents,</b> taking into account	requires improvement to be good
How well children and parents are helped and protected	requires improvement to be good
The effectiveness of leaders and managers	inadequate

The residential family centre is not yet delivering good assessments, help and care for children and parents. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

**Date of previous inspection:** 26 June 2017

**Overall judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## Inspection judgements

### **Overall experiences and progress of children and parents: requires improvement to be good**

The centre has had a high turnover of staff. Since the last inspection, a number of staff members have left, and many members of the current staff team are new. This has had a negative effect on the stability of the staff team and on the consistency and quality of care that families receive.

Families' relationships with the staff team are variable. Some parents indicated that they get on well with staff, while other parents said that this is not the case. In particular, some parents said that they did not appreciate the difference of opinion and mixed messages that they receive from staff about the same issues.

Managers do not deal with complaints effectively. The centre's complaints log does not reflect all complaints and issues seen on families' files. Furthermore, the log fails to confirm that parents who complained received feedback on the actions taken by managers. This is contrary to the centre's complaints policy and procedure.

Families are aware of the centre's complaints procedures but commented that they did not feel that staff take their concerns seriously.

Children and parents live healthy lifestyles. Staff receive training in healthcare issues such as managing medication. However, staff do not complete children's healthcare plans. These plans are useful in making clear children's healthcare issues and how their needs are to be met.

Children and parents settle quickly when they arrive at the centre and placements are carefully planned. The centre provides families with good support and advice through a range of programmes and parenting sessions. These are tailored to meet the needs of individual children and parents.

Group and individual sessions help parents to understand the concerns that the courts or placing authorities have about the quality of care that they provide to their children. Parents take part in programmes and activities and are clear about what they must do to improve their parenting skills.

Parents take part in programmes that explore their emotional health. For example, they attend sessions that explore healthy relationships, conflict resolution and issues of domestic abuse. The centre has a long-standing arrangement with qualified counsellors, psychiatrists and psychologists, who are available to work directly with families.

Assessments have a strong focus on children's needs and their protection. The work explores parents' progress and the areas that they need to improve upon.

Assessments are individualised and realistic about what parents can achieve. Parents receive the support that they need if children are to return to their care.

The centre's social workers are responsible for writing final assessment reports. These are well written, evaluative and outline parents' strengths and weaknesses. The reports highlight parents' ability to change behaviours that are of concern, parents' understanding of the needs of their children and how to keep their children safe.

**How well children and parents are helped and protected: requires improvement to be good**

The centre's recruitment practice fails to confirm that staff are suitable to work with vulnerable families. Managers were unable to evidence that all written references are verified, that updated Disclosure and Barring Service checks had been obtained or confirm staff's qualifications.

Parents spoken with by the inspector said that they felt safe while staying at the centre.

Plans that outline how risks are to be reduced are vague. Risk assessments highlight the concerns and the risks posed to children and parents. Staff regularly update risk assessments, especially after incidents have occurred. However, assessments are not explicit in guiding staff or parents in what actions they need to take to reduce risks further.

The centre's building is safe and secure. Staff conduct regular checks which ensure that there are no health and safety concerns. Since the last inspection, the centre's surveillance policy has been updated. However, staff have had limited training in the use of closed-circuit television (CCTV) at the centre. This is not in the children's and parents' best interests.

Children and parents benefit from the centre's clear child and adult protection procedures. Staff and managers ensure that there is a quick response to any safeguarding concerns.

Staffing levels are appropriate. This means that the supervision of families is good. Parents receive help and support to manage their behaviour. Very few critical incidents have occurred. When they do occur, staff manage these incidents appropriately.

There have been no instances of parents or children going missing or of anyone being restrained. Staff encourage families' positive behaviour. Discriminatory behaviour is not tolerated, and staff challenge any such incidents.

Staff work closely with other safeguarding agencies. Working successfully in this way helps to ensure that there is a joined-up approach to safeguarding children and

parents.

There has been one allegation made against a member of staff by a parent. Managers have taken appropriate action to deal with this matter. This includes informing the local authority social worker and safeguarding officer. An internal investigation is ongoing.

### **The effectiveness of leaders and managers: inadequate**

Leadership and management of the centre are weak. The registered manager is qualified to manage the service, but she is not an effective, efficient leader. One staff member said, 'The manager's approach is not always professional. Both [the] staff and residents feel she is rude.'

Management oversight of the centre is not strong.

The culture of the centre is not characterised by high expectations and aspirations for families. Staff do not always work well together and sometimes give families conflicting information. This gives rise to families' unhappiness and confusion.

Staff do not take ownership of their work. As a result, staff and families do not follow through on rules and set boundaries. Often, senior staff are left to challenge families when they break the rules.

There has been a high turnover of staff in the recent past and the managers' recruitment drive to appoint experienced staff has been unsuccessful. The existing staff team members are relatively new, some of whom have limited experience of working in residential care.

Some staff members do not have appropriate qualifications and have not been enrolled on the required courses. This is despite some staff members being employed at the centre for over a year.

Staff do not receive quality induction, training or regular supervision. There are limited opportunities for staff to take part in reflective practice. As a result, they do not have the opportunities to develop important care skills that would help them to work more effectively with families.

Staff appraisals do not happen each year as they are supposed to. This shortfall does not support staff's professional development. This is important to help staff to provide families with good-quality, consistent care.

The home's monitoring systems are inconsistently maintained. For example, case files are not regularly audited. Staff's recording in some cases is poor. Important records such as key-work sessions, written summaries and records of feedback to families are not detailed enough.

Families are not given clear information about their progress and how they are doing. This is not in the best interest of families. Team meeting minutes highlight that staff are regularly spoken to about this issue, yet it remains largely unresolved.

The centre's statement of purpose requires revision. In particular, information about the current staff team members and their qualifications.

The centre has recently undergone redecoration to families' bedrooms and other areas. New toys, books and play activities have also been bought. However, the decor of the centre would be further improved by the replacement of some bedroom furniture, which appears old and worn. This is the case for most chests of drawers in the bedrooms.

The centre has hazard taping on the floor to make people aware of steps and ramps. These floor markings look out of place and do not give the centre a welcoming, homely feel.

Staff work well with other professionals. This helps them to coordinate and conduct their work thoroughly. Staff and leaders are passionate about the work that they do with families and enjoy helping to support parents to care safely for their children. A staff member said, 'I love speaking with the families and seeing the babies grow.' Staff place the safety and well-being of families at the centre of all the work that they do.

The centre has a clear development plan of how managers intend to improve the service.

## What does the residential family centre 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, Residential Family Centre Regulations 2002 and the national minimum standards. The registered person(s) must comply within the given timescales.

Requirement	Due date
The registered person shall ensure that there is, having regard to—  the statement of purpose of the residential family centre, its size and the numbers and needs of its residents; and	01/09/2019

the need to safeguard and promote the health and welfare of residents, a sufficient number of suitably qualified, competent and experienced persons working for the residential family centre. (Regulation 15 (a)(b))	
The registered person shall ensure that all persons employed by him— receive appropriate training, supervision and appraisal; and  are enabled from time to time to obtain further qualifications appropriate to the work they perform. (Regulation 17 (5)(a)(b))	01/07/2019
The registered person must ensure that a written record is made of any complaint or representation, the action taken in response, and the outcome of the investigation. (Regulation 20 (6))	01/07/2019
The registered person shall, within 28 days after the date on which the complaint is made, or such shorter period as may be reasonable in the circumstances, inform the person who made the complaint of the action (if any) that is to be taken. (Regulation 20 (5))	01/07/2019
Where the following conditions apply, the registered person may permit a person to start work at the residential family centre notwithstanding paragraph (4)(b)—  the registered person has taken all reasonable steps to obtain full information in respect of each of the matters specified in Schedule 2 in respect of that person, but the enquiries in relation to any of the matters specified in paragraphs 3 to 6 of Schedule 2 are incomplete; and  full and satisfactory information in respect of that person has been obtained in relation to the matters specified in paragraphs 1 and 2 of Schedule 2. (Regulation 16 (5)(a)(b))	01/07/2019
The registered person must ensure that staff at the residential family centre are appropriately trained and understand the requirements imposed by this regulation before they use any such surveillance devices. (Regulation 21A (4))	01/09/2019
The registered person shall 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))	01/09/2019

In particular, that the provider monitors the quality of staff's recording of risk assessments, key-work sessions and case summaries.	
<p>The registered person shall—</p> <p>keep under review and where appropriate revise the statement of purpose and resident's guide; and</p> <p>notify the Commission within 28 days of any such revision. (Regulation 4 (4)(a)(b))</p>	01/07/2019

## Recommendations

- Parents can take up issues in the most appropriate way and without fear that this will result in any adverse consequences. They receive prompt feedback on any concerns or complaints raised. (NMS 2.4)
- Where parents are being supported to develop parenting skills, they are enabled to build and sustain constructive relationships with staff so that, where possible, they are able to resolve conflicts themselves in a positive manner. (NMS 4.3)
- Parents' and children's physical, emotional and social development needs are identified in their family placement plan and promoted throughout their placement. (NMS 6.1)

In particular, that staff consider devising children's individual healthcare plans.

- The employer is fair and competent and offers good support for its staff and volunteers. (NMS 17.1)

In particular, that the provider considers implementing reflective team supervision to address divisive team issues and to promote team cohesiveness.

- All new care staff have a minimum level 3 Children and Young People's Workforce Diploma, which must include mandatory social care units, or be working towards the relevant qualifications within six months of confirmation of employment. Staff may also find it helpful to have a level 3 award or certificate in Work with Parents or level 4 award in Work with Parents. (NMS 16.5)

- The centre provides a comfortable and homely environment and is well maintained and decorated. Avoidable hazards are removed as is consistent with a domestic setting. Risk reduction does not lead to an institutional feel. (NMS 11.2)

In particular, that old chests of drawers in bedrooms are replaced and that hazard taping on floors is removed.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and parents. Inspectors considered the quality of work and the differences made to the lives of children and parents. They watched how professional staff work with children and parents and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and parents. In addition, the inspectors have tried to understand what the residential family centre knows about how well it is performing, how well it is doing and what difference it is making for the children and parents 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 Residential Family Centre Regulations 2002 and the national minimum standards.



## **Residential family centre details**

**Unique reference number:** SC474728

**Registered provider:** Chariteens Residential Family Centre Limited

**Registered provider address:** 10 Khartoum Road, London E13 8RF

**Responsible individual:** Eveline Serwadda

**Registered manager:** Rita Isingoma

**Telephone number:** 0208 4725444

**Email address:** info@chariteens.org.uk

## **Inspector(s)**

Sandra Jacobs-Walls: social care inspector

Juanita Mayers: social care inspector



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Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

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E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
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