

# Duckett Road RFC

13 Duckett Road, London, Middlesex N4 1BJ  
Monitoring visit

Inspected under the social care common inspection framework

## Information about this residential family centre

This residential family centre is a privately owned company which specialises in providing independent parenting assessments and support. The centre provides care and support for up to five families.

**Inspection date: 15 October 2019**

**Date of previous inspection: 2 May 2019**

## This monitoring visit

This monitoring visit took place because:

- Ofsted received two complaints about the centre;
- one of these complaints highlighted concerns about how staff managed a serious safeguarding incident;
- staff failed to follow expected safeguarding protocols at the time of and following the incident;
- staff did not make effective use of closed-circuit television (CCTV) coverage of the incident;
- the complainant was not advised of the incident in a timely fashion;
- there was a delay in forwarding the incident report and CCTV recording of the incident to the complainant;
- managers were unclear about decision-making around the future of the family's placement at the residential family centre;
- staff failed to report to the complainant other incidents relating to this child;
- there are delays in staff forwarding weekly summaries and updated information to the placing local authority;
- the notification of the incident to Ofsted was late and contained insufficient detail;

- a second complaint alleged that families do not promptly receive the centre's welcome pack and so do not have important information about the service;
- this complainant also alleged that upon families' arrival, bedrooms are not clean; the complainant also alleged that her bedroom window was broken when she arrived at the centre;
- some staff do not act in a respectful, professional manner towards the families;
- a review of the provider's progress in addressing the shortfalls identified at the last inspection was to be undertaken.

## **Outcome of the visit**

This monitoring visit took place on 15 October 2019. The residential family centre registered with Ofsted in May 2018 and received its first inspection on 2 May 2019. The focus of this visit was to explore concerns about the service raised in two complaints received by Ofsted. The visit also reviewed the provider's progress in addressing shortfalls identified at the last inspection. The centre is yet to appoint a manager. The centre's deputy has submitted an application to be registered with Ofsted. The responsible individual and a parent were interviewed during the visit.

The first complaint was from a placing authority, and expressed concerns about how staff managed an incident that occurred on 7 September 2019. During the incident, the parents of a two-month-old baby were involved in a violent physical altercation in the presence of their baby.

The complaint alleged that despite staff being aware of the initial verbal confrontation, they did not take effective action to defuse the situation. Managers accept that the staff member concerned did not take effective action to establish the nature of the altercation and did not ensure that the child was appropriately safeguarded.

The complaint alleged that the staff member who spoke with the parents at the time did not give a clear message to the parents that their behaviour posed a risk to the baby. The complaint alleged that the staff member failed to appropriately challenge the account given by the parents at the time, and that this potentially placed the baby at further risk. Managers accept that this is the case.

The complaint alleged that upon understanding that a physical altercation had taken place between the parents, staff failed to inform the police as expected. Managers accept that this is the case, despite care staff being advised by managers to inform the police.

The complaint alleged that staff were unclear whether the child was hurt as a result of the altercation. Despite this, staff did not seek medical attention for the child until

two days later. Managers confirmed this to be true. They accept that as a precaution, the baby should have been examined by a medical professional immediately. The complaint further alleged that during the medical examination, staff allowed parents to give their account of the incident. It is alleged that the staff present did not challenge this account, and so the medical professional did not have a clear understanding of the context of the situation. Managers said that they were unaware of this issue and will investigate further.

The complaint highlighted that staff did not promptly forward a report on the incident of 7 September to the placing authority. Managers confirmed that this is the case, as the information needed to be reviewed by senior staff prior to sharing it with the placing authority.

The complaint alleged that staff failed to promptly review the CCTV recording of the incident. The complainant felt that had this occurred swiftly, staff would have been immediately alerted to the fact that the parents were fighting and not, as the parents claim, merely having a verbal argument. Managers confirmed that it would have been appropriate for the CCTV coverage to have been reviewed at the time. However, managers commented that it was likely that the staff on shift did not know how to operate the CCTV system and so were unable to review the footage.

The complaint highlighted that the staff's use of CCTV is ineffective. Staff do not routinely review key CCTV coverage to help them to confirm the circumstances around incidents that are a cause for concern. The complainant believes that there is a need for waking night staff to ensure that the supervision of families is robust. The responsible individual responded that the level and nature of staff supervision of families are agreed upon their arrival at the centre. However, on review of the placement planning meeting for this family, it was noted that no CCTV plan had been agreed, as is the centre's usual practice.

The complaint alleged that staff failed to promptly forward CCTV coverage of the incident to the placing authority. Managers agreed that this is the case and that the delay was due to technical difficulties between the parties in transferring the information confidentially.

The complaint alleged that the placing authority had not been informed of another incident involving this baby. The responsible individual confirmed that on another occasion the baby had been taken to A & E as a precautionary measure. The responsible individual agreed that the placing authority should have been promptly advised of this incident.

The complaint alleged that staff are sometimes late in providing the placing authority with weekly written summaries and other information. The responsible individual confirmed that when she reviewed this, some written information had not been promptly shared with the placing authority.

The responsible individual has since conducted an internal audit and has reflected on

the learning from the staff's management of this incident. The following action plan is now in place:

- The probationary period for a key member of staff who was on shift at the time of the incident has been extended. The organisation's training and development manager has devised an additional support and training programme for this staff member.
- All members of the staff team, including senior staff, will receive safeguarding refresher training and further training focused on the recording of information.
- The responsible individual will personally liaise with local authorities regarding safeguarding issues. This will be continued until she is satisfied that staff practices are in accordance with the centre's safeguarding policies.
- The responsible individual is to work closely with senior staff to ensure that staff adhere to all centre policies and procedures.
- The responsible individual will ensure that CCTV plans will be drawn up at all placement planning meetings.

The second complaint received by Ofsted is from a parent who was interviewed during this visit. The parent alleged that upon her arrival, staff failed to provide her with a welcome pack, and that she did not receive one until several days later. She therefore did not have clear information about the service, its purpose or how it operates. A review of the family's case files confirmed that the parent did not receive the welcome pack soon after her arrival at the centre, but instead received this sometime later.

The complaint alleged that upon their arrival, the family's bedroom had not been thoroughly cleaned. The parent showed the inspector photographs that she had taken at the time. These show milk stains on the inside and outside of the child's cot and milk stains on the floor. The parent said she told staff about it at the time, but cleaned and removed the stains herself.

The complaint alleged that upon the family's arrival, the lock to the upper window was broken. The lock was repaired on the day of the inspector's visit. The responsible individual confirmed this to be the case.

The complaint alleged that the drain of the family's en-suite shower was emitting a 'horrible smell'. The shower area was seen by the inspector, who found that there was an offensive odour coming from the drain. The responsible individual said that a maintenance person had previously treated the drain with chemicals and she believed the problem had been resolved. This is not the case.

The complaint alleged that some staff do not conduct themselves professionally and are sometimes disrespectful towards parents. The parent said that she has raised complaints with staff, but little is done. A review of the family's case file showed that

staff do not consistently record feedback from the parent about sessions and information shared. It is unclear whether staff addressed concerns that the parent may have shared.

The parent described an incident to the inspector in which she alleged that staff threatened to contact the police because of her rough handling of her child. The parent said that she found the member of staff's comments threatening and unprofessional. The handwritten records of this incident are illegible, unclear and difficult to follow. Records do not fully explain the sequence of events or what was said by either party. The responsible individual was unable to provide an explanation for the poor quality of these records.

The complaint alleged that staff are not a stable team and that they gave inconsistent advice to the parent on the same issue. The staff's poor record-keeping makes it difficult to confirm whether parents have received mixed messages from staff. Since registering with Ofsted, the centre continues to have a high turnover of staff. This impacts negatively on the stability and cohesiveness of the staff team.

This visit reviewed the provider's progress in addressing shortfalls identified at the last inspection. Many of the weaknesses highlighted are yet to be resolved. Requirements and recommendations raised at the last inspection have therefore been repeated at this visit.

# 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
<p>The registered person shall prepare and implement a written child protection policy which—</p> <p>is intended to safeguard children accommodated in the residential family centre from abuse or neglect; and</p> <p>sets out the procedure to be followed in the event of any allegation of abuse or neglect.</p> <p>The procedure under paragraph (1)(b) must in particular provide for—</p> <p>liaison and co-operation with any local authority which is making child protection enquiries in relation to any child accommodated in the residential family centre;</p> <p>the prompt referral to the local authority in whose area the residential family centre is situated, of any allegations of abuse or neglect affecting any child accommodated in the residential family centre;</p> <p>notification (in accordance with regulation 26) of the instigation and outcome of any child protection enquiries involving any child accommodated in the residential family centre, to the Commission and the child's placing authority;</p> <p>written records to be kept of any allegation of abuse or neglect, and of the action taken in response;</p> <p>consideration to be given in each case to the measures which may be necessary to protect children in the residential family centre following an allegation of abuse or neglect;</p> <p>a requirement for persons working at the residential family centre to report any concerns about the welfare or safety of any child accommodated in the residential family centre to</p>	01/01/2020

<p>one of the following—</p> <p>the registered person;</p> <p>a police officer;</p> <p>an officer of the Chief Inspector;</p> <p>an officer of the local authority in whose area the residential family centre is situated; or</p> <p>an officer of the National Society for the Prevention of Cruelty to Children;</p> <p>arrangements to be made for residents and persons working at the residential family centre, to have access at all times and in an appropriate form, to information which would enable them to contact the local authority in whose area the residential family centre is situated, or the Commission, concerning the welfare or safety of children accommodated in the residential family centre. (Regulation 12(1)(a)(b)(2)(a)(b)(c)(d)(e)(f)(g))</p>	
<p>The registered person shall make arrangements, by training persons working at the residential family centre or by other measures, to prevent residents from being harmed or suffering abuse or being placed at risk of harm or abuse. (Regulation 11(5))</p> <p>This relates to the staff's understanding of action to be taken in the event of an abusive altercation between parents.</p>	01/01/2020
<p>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 21(a)(4))</p> <p>The provider must ensure that agreed CCTV plans are drawn up.</p>	01/01/2020
<p>The registered person shall ensure that there is, having regard to—</p> <p>the statement of purpose of the residential family centre, its size and the numbers and needs of its residents; and</p> <p>the need to safeguard and promote the health and welfare of residents,</p>	01/01/2020

<p>a sufficient number of suitably qualified, competent and experienced persons working for the residential family centre. (Regulation 15(a)(b))</p> <p>In particular, ensure that staff promptly share pertinent information with placing authorities.</p>	
<p>If, in relation to a residential family centre, any of the events listed in column 1 of the table in Schedule 5 takes place, the registered person shall without delay notify the persons indicated in respect of the event in column 2 of the table.</p> <p>The registered person shall without delay notify the parent accommodated in the residential family centre with a child of any significant incident affecting the child's welfare unless to do so is not reasonably practicable or would place the child's welfare at risk.</p> <p>Any notification made in accordance with this regulation which is given orally shall be confirmed in writing. (Regulation 26(1)(2)(3))</p>	01/12/2019
<p>The registered person shall ensure that—</p> <p>the physical design and layout of the premises to be used as the residential family centre meet the needs of families;</p> <p>the premises to be used as the residential family centre are of sound construction and kept in a good state of repair externally and internally;</p> <p>all parts of the residential family centre are kept clean and reasonably decorated. (Regulation 21(a)(b)(c))</p> <p>This relates to the cleanliness of bedrooms prior to families moving in, the repair of window locks and the effective maintenance of drains.</p>	01/01/2020
<p>The registered person shall ensure that the residential family centre is conducted so as to—</p> <p>promote and make proper provision for the health and welfare of residents. (Regulation 10(1)(a))</p> <p>In particular, ensure that staff devise health care plans for children, staff and parents, and ensure that these plans are followed through.</p>	01/12/2019
<p>The registered person has taken all reasonable steps to obtain full information in respect of each of the matters</p>	01/01/2020



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;	
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))	
The registered person shall make arrangements for the recording, handling, safe keeping, safe administration and disposal of medicines received into the residential family centre. (Regulation 11(2))	01/12/2019
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(a)(b))	01/01/2020

## Recommendations

- Each centre has and implements a procedure for introducing families to the centre so that their move is managed with sensitivity and care. This includes arrangements for introductions to parents and children already living in the centre (National Minimum Standards 7.1). In particular, ensure that staff provide families who are new to the centre with the welcome pack and residents' guide. Ensure that staff go through the guide with parents.
- Parents are encouraged to communicate their views, wishes and feelings on all aspects of their placement, assessment and support. Staff should take account of these views, wishes and feelings in the day-to-day running and development of the centre (National Minimum Standards 2.1). Staff are to ensure that they record in writing the families' feedback and concerns.
- The overall number, competence and deployment of staff, both as a staff group and on individual shifts, can fulfil the centre's statement of purpose and meet the individual needs of all the parents and children resident at the centre. (National Minimum Standards 15.1)
- The registered person has a written development plan, reviewed annually, for the future of the centre, either identifying any planned changes in the operation or resources of the service or confirming the continuation of the centre's current operation and resources. The views of parents and children at the centre at the time of the annual review are sought and taken into account. (National Minimum Standards 13.2)
- Staff understand the nature of records maintained and follow the centre's policy for the keeping and retention of files; managing confidential

information, and access to files (including files removed from the premises). There is a system in place to monitor the quality and adequacy of record keeping and take action when needed. (National Minimum Standards 20.2)

## Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the residential family centre since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

## Residential family centre details

**Unique reference number:** 1275033

**Registered provider:** Twenty Four–Seven High Support Accommodation for Young People Limited

**Registered provider address:** Magic House, 5–11 Green Lanes, London, Middlesex N13 4TN

**Responsible individual:** Susan Yatgin

**Registered manager:** Post vacant

## Inspector

Sandra Jacobs-Walls: social care inspector



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