

Jamma Umoja

Jamma Umoja (Residential Services) Limited

23 Haling Park Road, South Croydon CR2 6NJ

Inspected under the social care common inspection framework

Information about this residential family centre

This residential family centre is a family resource service offering parental assessment and treatment services. The centre aims to complete residential parental assessments within a 12-week timeframe, amending this if necessary to meet the individual needs of families. The centre accommodates up to nine families and is staffed on a 24-hour basis.

The centre was registered with Ofsted in December 2004. The manager registered with Ofsted in October 2021. At the time of the inspection, there were seven families undergoing residential assessments.

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers carried out under the social care common inspection framework (SCCIF) on 17 March 2020. We returned to routine SCCIF inspections on 12 April 2021.

We last visited this setting on 1 July 2021 to carry out a monitoring visit. The report is published on the Ofsted website.

Inspection dates: 30 November to 1 December 2021

Overall experiences and progress of children and parents, taking into account **requires improvement to be good**

How well children and parents are helped and protected **good**

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

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: 24 October 2017

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Inspection judgements

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

The centre offers parents individualised parenting support through a series of planned sessions. These sessions are tailored to promote the safe care of children. The impact of COVID-19 has been significant in prompting changes to how staff work, while keeping families safe. In recent months, the centre has undertaken assessments of families where unusually, the children were toddlers and of primary school age.

Staff work hard to build positive relationships with children and their parents. Despite this, however, some parents report that they do not feel listened to and they feel that staff do not take their concerns seriously.

There have been a very high number of complaints made against the service and staff. Recent Ofsted monitoring visits have been as a result of complaints received. Records of complaints highlight that parents do not consistently receive feedback of action taken to resolve their concerns. Parents therefore have the impression that their complaints have been ignored, although this is not the case.

Some parents say that at times, some staff's conduct is inappropriate. There have been a number of allegations and complaints made about some staff's conduct. Some of these complaints have been upheld. Some parents feel that managers are ineffective in dealing with the issues that they raise. This is sometimes because managers fail to provide a written response to parents of the outcome of their investigation into the concerns raised about staff. This does not help parents to develop a trusting relationship with the staff and management team. This acts to compromise families' experiences and fuel some parents' continued dissatisfaction with the service.

Children and their parents benefit from the centre's new admissions procedures. Typically, parents receive information about the centre before they arrive. This helps families to understand the purpose of the residential family centre, what to expect and the expectations of them. Signed agreements are drawn up before families move into the centre. Families receive a useful welcome pack. This helps them to quickly settle in.

The centre's assessment process is tailored to meet the needs of both the family and the referring agency. Families receive clear information regarding the centre's assessment programmes, activities and supervision levels. Staff maintain good documentation of progress and issues arising from the assessments. Reviews of placements are regular. Staff encourage families to participate fully in their individualised assessment programmes.

Staff support families to live healthy lifestyles. There are excellent measures in place to prevent COVID-19 infection. Children and parents have access to a range of healthcare services. Staff's communication with healthcare professionals is regular and consistent. This helps to ensure that children and parents' healthcare needs are well met. Parents receive good support to address their mental health needs. Some families say that they particularly find useful sessions that explore issues of domestic abuse and work with the centre's psychotherapist.

Parents develop skills in play and stimulation with their children. This promotes children's positive attachments with their parents. Parents enjoy participating in social events. This provides parents with an opportunity to relax and enjoy socialising with other residents and the staff team. However, this is an area identified for improvement. Some parents indicate that they are at times bored and overwhelmed by the assessment process. Families will benefit from more creative activities, both at the centre and within the community, when possible.

Parents are kept well informed of assessment progress and they are party to the decision-making process. Key-work and 'Reflections of the Week' sessions in particular give parents the opportunity to express their views. Final parental assessment reports are well written, thorough, evidence-based and analytical. These reports fully outline parents' capacity to provide safe care for their children and make sound recommendations for children's futures.

How well children and parents are helped and protected: good

Staff protect children and their parents from abuse, neglect and harm. The centre's child protection policies and procedures are thorough, and staff are very familiar with these. Staff complete regular safeguarding training and the protection of children remains the central focus of all staff's work.

Staff and managers ensure that there is a quick response to any safeguarding concerns. Staff's supervision of families is very good. Parents receive help and support to manage their behaviour. When critical incidents occur, staff manage these incidents appropriately.

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.

Assessment information is consistently focused on the welfare and protection of children and their parents' ability to care for them safely. Risk assessments address the specific needs of each family member. These highlight known and potential risks to children and others. Risk assessments are regularly updated and are drawn up in accordance with children and parents' changing needs.

The centre's physical environment is safe and secure. Staff's use of CCTV is appropriate and provides an additional level of scrutiny in the evaluation of parents' ability to keep their children safe. Families are aware from the outset of the centre's

use of CCTV and audio monitoring devices. The building does not present any health and safety concerns.

The premises have recently undergone a programme of refurbishment and the building's overall physical environment is much improved. Families largely enjoy their surroundings; the building is well furnished and well equipped. However, some areas of the building, such as the stairwell and downstairs bathroom, require redecoration. This is in order to improve the presentation of the area and to make it more homely.

Managers' recruitment practices are robust and in line with safe recruitment practices. New staff undergo a vigorous vetting process and participate in a comprehensive induction programme. This ensures that staff are skilled and suitable to work with families.

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

The leadership and management of the centre are not consistently strong. In particular, monitoring systems are largely ineffective and do not support managers' efforts to follow through with plans to improve the service. The impact of COVID-19 in particular has hampered the development of the service. However, many of the areas identified for improvement at the last inspection in 2017 and subsequent Ofsted monitoring visits remain unresolved.

Previous inspections have highlighted weaknesses in monitoring visits and subsequent monitoring reports. These remain cause for concern. Reports regularly do not comply with the regulations and reports are not promptly forwarded to Ofsted. In particular, there is a lack of review of complaints received and some key documents, such as staff supervision schedules, are inaccurate. Poor monitoring systems do not encourage improvement to services provided to children and parents.

There have been complaints made that relate to staff's conduct. Leaders and managers have worked hard to curb such issues and to manage poor performance by staff. However, complaints and allegations against staff have continued.

Improvements have been made in managers developing a collaborative, cohesive team ethos. The newly developed staff and management structure of the centre has helped to establish individual roles and responsibilities. However, a level of discord between some members of the team continues. Families and staff will benefit from the staff team undertaking work focused on team-building, effective partnership working and staff accountability.

Previous inspections have highlighted weaknesses in staff supervision and appraisal systems. This inspection finds that these have improved. For example, all staff have had appraisals completed. Reflective group supervision and well-being sessions are

now embedded practice. Most staff, although not all, say that they feel well supported by managers.

Gaps remain in the frequency of some staff's individual supervision. This is particularly the case for the supervision of the registered manager. The lack of individual supervision does not ensure that staff receive the support they require in order to provide families with high-quality services.

The manager registered with Ofsted in October 2021. She has worked for the organisation in varying roles over several years. The registered manager is appropriately qualified and experienced to manage the service. The centre's development plan outlines strategies designed to help drive improvements to the centre.

The centre is generally well resourced to meet the needs of families. However, families and staff will benefit from the recruitment of additional social worker staff. This is to ensure that social workers have the time and capacity to complete their allocated work with families.

Case records and assessment reports are completed to a high standard. Records explicitly reflect the work being conducted with families. They provide good insight and evaluation of parents' ability to care for their children safely. Final assessments are fair, robust and evidence-based. Reports make sound recommendations about children's futures.

Managers and staff share very effective working relationships with other professionals. This ensures that all parties are aware of concerns and issues for children and their parents. Feedback from external partners has been overwhelmingly positive. A placing authority social worker said: 'I have experienced a good standard of communication from staff. They respond quickly to phone calls and emails. I received regular feedback and updates as required. My experience has been very positive.'

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 Centres 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, 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.</p> <p>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 (5)(6))</p>	10 January 2022
<p>The registered person shall establish and maintain a system for—</p> <p>reviewing at appropriate intervals; and improving,</p> <p>the quality of care provided at the residential family centre.</p> <p>The registered person shall supply to the Commission 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 (1)(2))</p>	10 January 2022
<p>The registered person shall ensure that all persons employed by him—</p> <p>receive appropriate supervision. (Regulation 17(5)(a))</p>	10 January 2022
<p>Visits under paragraph (1) or (2) shall take place at least once a month and may be unannounced.</p> <p>The person carrying out the visit shall—</p> <p>inspect the premises of the residential family centre, its daily log of events and records of any complaints; and</p>	10 January 2022

<p>prepare a written report on the conduct of the residential family centre. (Regulation 25 (3) (4)(b)(c))</p> <p>Reports should include the date the visit took place and be forwarded to Ofsted in a timely manner.</p>	
<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, that the staff team participates in work focused on team-building to promote team cohesiveness.</p>	<p>10 January 2022</p>

Recommendation

- The registered person should ensure that 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 parents and children resident at the centre. This relates to managers reviewing the recruitment of additional social workers. Consideration should be given to employing additional support staff to allow families to participate in a wider range of leisure activities. (‘Residential family centres: national minimum standards’, 15.1)

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and parents 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 Centres Regulations 2002 and the national minimum standards.

Residential family centre details

Unique reference number: SC052588

Registered provider: Jamma Umoja (Residential Services) Limited

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Edinburgh EH12 5HD

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Inspector

Sandra Jacobs-Walls, Social Care Regulatory Inspector

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