Mother & Baby Unit

Inspection report for residential family centre

Unique reference number: SC356322
Inspection date: 25/04/2013
Inspector: Sharon Lewis
Type of inspection: Full

Setting address: 216 Grove Road, ROMFORD, RM6 4XB
Telephone number: 0208 597 0750
Email: alneydalle@aol.com
Registered person: Rishana Homes Ltd
Registered manager: Maria Ann Dalley / Kristina Dantaite
Responsible individual: Maria Ann Dalley
Date of last inspection: 11/11/2010
Service information

Brief description of the service

This is one of two residential family centres owned by a small private company. It offers support for up to five families. Staff undertake comprehensive parenting skills assessments. There are a wide range of services which support families to improve the quality of their own and their children's lives.

The centre uses attachment theories to inform their work this includes the 'Adult Attachment Interview' and 'Care Index'. The centre is also able to offer a broad selection of other assessment options, including viability assessments, psychological assessments, core assessments and child permanence reports.

The inspection judgements and what they mean

**Outstanding**: a service of exceptional quality that significantly exceeds minimum requirements

**Good**: a service of high quality that exceeds minimum requirements

**Adequate**: a service that only meets minimum requirements

**Inadequate**: a service that does not meet minimum requirements

Overall effectiveness

The overall effectiveness is judged to be **good**.

Families benefit from a good service, with outstanding care, support and guidance. The centre excels by providing innovatively tailored, personalised support and a free after care service. Parents have extensive opportunities to build on their inner resources, confidence, parenting and general life skills. There is a passionate commitment to helping parents succeed. Staff demonstrate a very respectful, nurturing and empowering attitude to their role. The promotion of equality and diversity permeates throughout the centre. Safeguarding is at the heart of all decision-making promoting the best interests of children. The service is effective and is constantly evolving to meet the needs of families.

The assessment process is subject to continual review, producing fair, robust, evidence based reports. Quotes from parents emphasis the uniqueness of each family. The centre has a strong emphasis on keeping up-to-date on research and relevant theories within the sector. This involves attending international conferences and sharing their experiences. The centre has effective partnership arrangements with other agencies and professionals. Shortfalls are minor, these relate to the need to improving the quality assurance system in accordance with regulations, providing surveillance training for staff and routinely informing Ofsted of any serious events.
One recommendation is also being made, as requested by parents; this relates to repairing the television in the conservatory.

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 person(s) must comply with the given timescales.

<table>
<thead>
<tr>
<th>Reg.</th>
<th>Requirement</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 (2002)</td>
<td>ensure regulation 25 visits include an interview with residents, an inspection of the premises and the record of complaints. Reports should be sent to Ofsted (Regulation 25)</td>
<td>01/07/2013</td>
</tr>
<tr>
<td>26 (2002)</td>
<td>ensure if any of the events listed in column 1 of the table in schedule 5 takes place, the registered person notifies Ofsted without delay (Regulation 26)</td>
<td>01/06/2013</td>
</tr>
<tr>
<td>21A (2002)</td>
<td>ensure that staff at the residential family centre are appropriately trained in the use of surveillance. (Regulation 21A (4))</td>
<td>01/11/2013</td>
</tr>
</tbody>
</table>

Recommendations

To improve the quality and standards of care further the registered person should take account of the following recommendation(s):

- repair the television in the conservatory, to ensure there is a comfortable, homely well maintained environment. (NMS 11.2)

Quality of assessment

The quality of assessment is good.

Families benefit from a holistic, child-centred assessment model. Staff use renowned theoretical and research based knowledge to inform each assessment. Working practices demonstrate a good understanding of child development, attachment theory and models of change. Assessments are tailored to the needs of each family and focus on promoting the safety and well-being of each child. Assessments positively contribute to effective decision-making as required by the courts and the placing authority. The centre makes difficult decisions which are focused on the best interests of the child. Final reports are evaluative and informed by extensive evidence. Each report details the uniqueness of each family, their strengths, cultural needs and pertinent quotes from parents. Staff continually review the assessment process. They are very forward thinking, promptly identifying issues and where
necessary highlighting a parallel plan. Social workers describe staff as 'highly professional' and that assessments are 'managed well'.

Parents confirm their active engagement in the assessment process, they describe it as being 'well organised'. This includes taking a key role in producing their family placement plan. The structured programme enables parents to express their opinion and challenge any inaccuracies. Staff successfully work with parents who have a broad range of needs. This includes parents who have a learning disability, mental health need and young parents. Staff are also sensitive to specific cultural or religious needs. The centre uses a range of assessment tools ideally suited for specific needs. Parents routinely receive copies of relevant documentation. Staff also take the time to regularly read through written information with parents. There is a strong emphasis on partnership working and empowering parents. Parents greatly appreciate the transparent way staff work with them. Parents state they 'loved it' and described the process as being 'positive'.

Staff monitor families through the use of close circuit television. Surveillance cameras, observations and monitoring devices during assessments are centred on safeguarding children. Family placement plans detail the methods of surveillance, which are subject to review. Parents understand this and confirm restrictions have been fully explained to them. The centre appropriately uses surveillance methods. This enables parents to continue family life without the constant presence of staff. Parents prefer the use of cameras, rather than notes being written in their presence. They do not find the cameras obtrusive. Staff respectfully observe privacy, whilst effectively safeguarding children. Staff, however, have not undertaken training in surveillance. This does not impact on the quality of care; however, it is a requirement from the amended regulations. Parents state they 'would recommend here, it is not too hard.' Staff reward improvements in parenting by risk assessing the use of surveillance. This provides the option of decreasing or eliminating the use of cameras.

**Quality of care, support and guidance**

The quality of the care, support and guidance is **outstanding**.

The centre provides families with an excellent range of services which has the ability to dynamically enrich their lives. Parents state they were supported 'brilliantly in every way possible' and they describe their care as 'excellent'. Staff demonstrate a cohesive, passionate commitment to helping parents maximise their potential. Parents greatly appreciate the support, stating that they learnt 'patience, importance of interacting with my child and routine' and 'a lot about myself'. Staff use a range of methods to positively engage with families. They try and get parents to 'think out of the box', using role play and a wide range of teaching methods to educate parents. This includes using stories from the media and scenarios from popular soap operas.

Families benefit from a comprehensive admission process and an excellent aftercare service. These are tailored to the needs of each family. Parents describe staff as being 'very welcoming'. The centre provides gift packages for people who move into
the centre with limited belongings; these include baby clothing and toiletries for parents. There is outstanding continuity of care. The organisation provides a free after care service, with a designated co-ordinator. On leaving the centre, staff are able to help with the practicalities and emotional aspects of living in the community. There are excellent links with a local charity who are able to fund furniture and fittings for families. Parenting sessions cover information they will need, for example budgeting and welfare benefits advice.

Excellent care planning is centred on improving children’s life chances. Plans comprehensively detail each family’s diverse needs and strengths. Plans are constantly reviewed to reflect wishes and changing needs. A variety of mechanisms assist in helping parents develop a positive identity. An example is using the gender and heritage of staff members to pride a positive role model and education on a parent’s respective identity. An example is a male worker who key works fathers. In addition to working as an interpreter and providing cultural lessons. Parents receive highly valued support to develop their skills, emotional resilience and self-esteem. A comprehensive workshop programme is available, with sessions tailored to each parents’ individual needs. Teaching sessions cover an extensive range of topics covering attachment, child development, child care and parenting. Parents list the numerous ways in which they are more self-confident, an example being their reading skills and which were improved ‘by attending a book start group’.

Management understand the pressures of being in the centre and build in fun times and respite for families. Every Friday morning parents enjoy free time, where staff are available to care for their children. Social activities include trips to shopping centres and an in-house calendar of events. This includes celebrating a variety of cultural and religious festivals, cooking a meal together and having picnics. Parents greatly appreciate the innovative opportunities to express their creativity. Examples are personally customising baby bibs, making baby learning cubes, picture frames and rattles, writing poetry, doing baby feet printing and creating baby picture canvases. Parents receive encouragement to lead a healthy lifestyle. There are sessions on healthy eating, cooking, group walks and parents are able to join a gym. Parents receive support to manage their emotions and address any issues relating to substance misuse. There is an emphasis on life story work which includes making scrapbooks and memory.

Parents and children enjoy sound relationships with staff. They describe staff as ‘supportive’ and are ‘here to help’. Parents feel that they are respected, they appreciate the way staff ‘do not just tell you, but ask you to consider trying different things.’ There are extremely positive examples of parents sharing their innermost thoughts, fears and addressing their socially unacceptable behaviour. The centre is able to facilitate contact with the extended family. This includes inviting them to the centre or escorting families on visits to their relatives. Families positively influence service development. They know how to complain and proactively use this mechanism. Families are listened to, they comfortably raise issues and staff appropriately respond to concerns. Parents share their views at residents’ meetings. This results in improvements in staff practices and items being purchased to assist them in family life.
Families reside in comfortable accommodation well suited to their needs. The large property is in a residential area, a short walk away from the high road. The centre is closely located to a wide range of services, shops and amenities. These include health services, a library and family centres. The centre is also easily accessible by public transport, which enables families to access the wider community. This includes several bus routes and a British Rail station. The building has modern décor and furniture. The walls display contemporary art work and diverse images of families, which contributes to the homely atmosphere.

Families have their own rooms, which are suitably furnished. All rooms are upstairs and the top floor room has an en suite bathroom. A bathroom is also available for the other families on the first floor. Families share the kitchen and have their own assigned cupboards. Laundry facilities include a washing machine and dryer. Families can relax in a choice of areas; this includes a lounge, a conservatory and a garden with outdoor furniture. The centre provides families with a communal television, a DVD player, a selection of books, games, craft materials, toys and play equipment. Parents unanimously requested for the second television in the conservatory to be repaired. This has been highlighted at residents' meetings.

**Safeguarding children and parents**

The service is **good** at keeping children and parents safe and feeling safe.

Parents receive an extensive education in keeping themselves and their children safe. Parents highlight how they 'learnt about boundaries' and 'protecting myself and (child) from sticky situations.' Parents are able to learn the full nature of safeguarding, including the diverse forms of abuse and neglect. Parents are aware of the rules and expectations regarding their behaviour. Staff work in an anti-discriminatory manner and assist parents with challenging prejudices or negative behaviour patterns. Staff effectively promote positive behaviour. Parents benefit from training which sensitively tackles domestic violence. The centre has a strong links with a local group who are able to offer individual sessions and drop-in advice. Parents feel safe to disclose issues to staff, who are able to subsequently refer a parent to a perpetuators group. Staff also undertake valued work with parents addressing anger management issues.

Safeguarding is at the essence of working practices and the needs of the child are paramount. The centre, courts and adult and child protection services work in unison to support and promote the safety of children and parents. Staff receive regular child and adult protection training. They also have a wide range of other complementary training. This includes paediatric first aid and fire safety. The centre has a strong relationship with the Local Safeguarding Children Board (LSCB). The LSCB provides training and regularly send updates on pertinent issues. The centre has a broad range of risk assessments related to parents, visitors and environmental issues. Staff effectively manage any safeguarding concerns. The centre reflects on issues learning from incidents, serious case reviews and research. The child protection and adult protection procedures comply with regulations.
Staff understand the importance of safe care practices. The centre demonstrates a positive commitment to safeguarding and promoting the welfare of children. Families reside in premises which are physically safe and secure. The centre has certificates which verify the safety of the gas, electrical and fire safety equipment. Families participate in fire drills and fire safety is part of their initial induction. Parents and children receive protection from the organisation's recruitment system. The centre does not employ new staff, unless all the necessary checks have been received. This helps prevent unsuitable persons from working in the centre. The professional status of social work staff is also verified through their registration with the Health and Care Professionals Council.

**Leadership and management**

The leadership and management of the residential family centre are **good**.

Parents and children benefit from a highly personalised, well-managed service. All levels of staff are passionately dedicated to their respective roles. Leaders and managers are relevantly qualified and have substantial experience. They consistently communicate high expectations to staff about sustaining improvement. Professionals highlight the 'good partnership working' and describe the centre as 'really good'. Management demonstrate a good understanding of the ethos underpinning the amended regulations and new national minimum standards. This information is currently being cascaded to staff and policies and procedures are being updated. Management find the new legislation 'more robust' and feel this will help them 'achieve better outcomes'.

The Statement of Purpose clearly outlining the centre's philosophy, principles and working practices. Families benefit from their own residents' guide, which provides a comprehensive range of information on staff, working practices, the assessment process, local resources and maps. The guide includes pictorial information and staff take the time to go through this document with parents. There is a strong dedication to believing in parents' capacity to change and empowering them with the necessary skills. The centre has good working relationships with a wide range of professionals and agencies. Professional reports that it is 'priceless to have a provider who I can have some confidence in'; stating the centre's 'responsiveness and willingness to adapt to changing circumstances makes a real difference'. Other professionals comment that staff 'paid particular attention to cultural needs' and families were 'supported well'.

Families receive support from an experienced, stable, committed staff team. The staff team is culturally diverse and has a good representation of male workers. Staff state that they 'love this job'. Staff reflect on their practice and they benefit from a range of training, regular supervision, annual appraisals and team meetings. There is an excellent commitment to staff training and development. This includes sponsoring staff to undertake their social work training, leadership and management qualifications, vocational training and enabling them to attend international conferences. All staff are relevantly qualified. The current manager is the former
deputy. They left this centre to become the Registered Manager at the organisation's other centre. They are currently undergoing registration with Ofsted for this setting.

Management are aware of the organisation's strengths and the areas requiring further improvement. The service has an action plan which comprehensively details areas of development. Audited accounts confirm the centre's financially viability. The service has a quality assurance system. There is a monthly monitoring system; however, reports do not address all issues in accordance with regulation 25. Reports do not routinely comment on the inspection of the premises, complaints and there is no feedback from parents. Reports do not consistently detail the time of the visit and whether it was announced. The responsible individual undertakes quarterly reviews, which exceeds the recommendation to undertake these reports every six months. Reports are not sent to Ofsted. The current manager intends to forward the regulation 25 and 23 reports regularly to Ofsted. These shortfalls do not impact on the overall quality of care.

There is a clear strategic vision to drive forward. The organisation is continually evolving to actively meet the needs of families. There is a strong emphasis on learning and contributing to research and practice developments. The organisation shares their good practice at international events. The centre demonstrates a good capacity for continuing improvement. This is based on its performance since its previous inspection. The centre has appropriately addressed the eight requirements and ten recommendations from the last inspection. The requirements related to updating the Statement of Purpose, child protection policy and staff records. The centre also had to ensure there is a duty rota, staff undertake appropriate training and their performance is appraised. There were also shortfalls in the environment relating to the maintenance and health and safety. The centre has successfully addressed all the identified areas.
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.