

# Care 2 Share

Care 2 Share Limited

19 St Mary Road, Walthamstow, London E17 9RG

Inspected under the social care common inspection framework

## Information about this residential family centre

This residential family centre is owned and managed by a private provider. The centre is based within the London Borough of Waltham Forest. The organisation also has a second residential family centre based in the East London area. The centre provides parental assessments for up to six families. It specialises in supporting parents who have a learning disability.

**Inspection dates:** 27 to 28 November 2018

**Overall experiences and progress of children and parents,** taking into account good

How well children and parents are helped and protected good

The effectiveness of leaders and managers good

The residential family centre provides effective services that meet the requirements for good.

**Date of previous inspection:** 27 July 2015

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Key findings from this inspection

This residential family centre is good because:

- Parents receive good support to help them understand the impact that their behaviour has on their children and how to address the need for change.
- Families receive good-quality care that meets their individual assessment needs.
- Families have a good understanding of the assessment process and how it relates to them.
- Assessments and final reports are well written, analytical and firmly based on evidence. Recommendations about children's futures are made in their best interests.
- Children and adults are protected from harm and abuse. Safeguarding systems are effective.
- Staff receive good support, supervision and training. This results in reflective practice.
- Staff work in close partnership with external professionals. This ensures that all those involved are aware of placement progress and issues.
- The provider's vision, ambition and plans for the service result in continued improvements in the quality of care, positive experiences of families and the effective safeguarding of children and parents.

The residential family centre's areas for development:

- To review how CCTV is used in the centre. This is to ensure that there is a balance between the protection of families and their right to appropriate levels of privacy.
- The provider to consider involving staff in work focused on empathy and building positive relationships with families.
- To ensure that the vetting of new staff is thorough and confirms that staff are suitable to work with vulnerable children and adults.
- To improve the quality of some written records.
- To ensure that there is a record of all complaints, their outcomes and feedback to complainants.
- To ensure that all families receive a copy of the centre's residents' guide.

## 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 supply a copy of the resident's guide to:</p> <p>(b) each parent accommodated in the residential family centre. (Regulation(3A)(b))</p>	01/02/2019
<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(6))</p>	01/03/2019
<p>21A. Use of surveillance</p> <p>(1) Subject to paragraph (6) and any requirements for Electronic monitoring imposed by a court under any enactment, the registered person must ensure that electronic or mechanical monitoring devices for the surveillance of residents are not used in a residential family centre, except for the purpose of—</p> <p>(a) safeguarding their welfare, or that of other residents accommodated in the centre; or</p> <p>(b) assessment or monitoring carried out under regulation 13A.</p> <p>(2) The registered person must ensure that any use of such devices is subject to the following conditions:</p> <p>(a) the residents are informed in advance of the intention to use the device; and</p> <p>(b) its use is no more intrusive than necessary.</p> <p>(3) Where the use of such devices is used for the purpose at paragraph (1)(b), the registered person must also ensure that—</p> <p>(a) the resident being assessed or monitored consents to the use of the device in question; and</p>	01/04/2019

<p>(b) its use is provided for in the placement plan.</p> <p>(4) 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 devices. (Regulation 21(A)((1)(2)(3)(4))</p>	
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## Recommendations

- 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 to resolve conflicts themselves in a positive manner. The provider is to explore relevant training for staff to help support positive relationship building with families. (NMS 4.4)
- 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. (NMS 20.3) In particular, that the registered manager monitors the quality of key-work records, risk assessments and case discussions. All records are to be signed and dated.
- The residential family centre has a record of the recruitment and vetting checks which have been carried out on those working (including as volunteers) for the residential family centre which includes:
  - d. at least two references, preferably one from a current employer and, where possible, a statement from each referee as to their opinion of the person’s suitability to work with vulnerable adults and children. (NMS 14.3). In line with safe recruitment guidelines, staff to obtain and evidence verification of all written references.

## Inspection judgements

### **Overall experiences and progress of children and parents: good**

Families benefit from a good service that offers quality care, support and guidance. This results in progressive experiences for parents and improved outcomes for children. Parents receive good support to help them understand their own capacity to change and the impact their behaviour has on their children.

Families benefit from a clear admissions process and a good aftercare service. These are tailored to meet the individual needs of each family member. Most admissions are agreed on an emergency basis at the request of the local authority or the courts. Some parents are able to visit the centre prior to their stay. Parents receive information about the centre, in particular the rules and staff's expectations of them. However, not all families receive the centre's residents' guide. This is essential in explaining the centre's purpose and how it is run. This information helps to settle families in and to address some of the fears that they may have about their assessment.

The centre's care planning is effective. Plans are focused on improving children's life chances. Placement plans detail well the diverse needs of families and how the assessment is to address the parents' strengths and weaknesses in providing safe care. This is particularly the case for young parents and parents who have learning disabilities. Plans are reviewed regularly ensuring that the assessment process takes into account placement progress and issues.

Parents benefit from a variety of support and advice programmes that help them develop their safe parenting skills, emotional resilience and self-esteem. Staff make use of wide-ranging tools and methods. Typically, assessment tools explore issues such as attachment, child development, building positive relationships and addressing harmful behaviours such as substance misuse. Assessment programmes are effective in evaluating parents' strengths and weaknesses in caring for their children.

Assessment reports are child focused, evidenced based and analytical with well-triangulated evidence. They provide good insight and understanding of families' histories, identified difficulties and risks, and how the assessment explored unsafe parenting practices.

Staff pay attention to issues of equality and diversity. For example, parents complete a cultural questionnaire on admission to the centre. Staff explore issues relating to ethnicity, disability, language and religious needs. Staff ensure that families are aware of local places of worship and they facilitate space for prayers and families to access holy books. Interpreting services can be assessed as required. The service has good experience of working effectively with parents who have a learning disability, as key staff receive training in the use of Parental Assessment Manual Software.

Staff work in effective partnership with other professionals. This ensures that placement objectives are understood and achieved. Families receive effective support

on-site and through external partners. Typically, this is to address their health, financial, housing and psychological needs. A health visitor commented, 'There is effective team work and communication has been brilliant. There's proper planning.' A guardian described the centre as, 'Friendly, with helpful staff – approachable and flexible.'

Parents said that they do not always share trusting, positive relationships with some staff members. However, this is in contradiction to information seen on the same parents' case files. Parents comment through feedback forms their satisfaction with services offered by the centre and the way in which staff are working with them. A recent feedback form from one parent read, 'The midway (report) was a bit harsh and had no good positives in there, but it made me realise what I need to do to help keep my children in my care.' The provider acknowledged that the nature of parental assessments almost inevitably creates a power imbalance between families and staff. The provider is to consider involving staff in work focused on empathy and building positive relationships. This is to help re-address any imbalance.

Staff enjoy working with families and helping them develop skills to care safely for their children. A member of staff said, 'The best thing about my job? I love the babies. I enjoy working with families, seeing their development, the changes and good outcomes for children and their families. I like being a part of progress, I'm learning new things all the time.'

Staff promote education and healthy lifestyles. There is a keen focus on healthy eating, and cooking classes are a regular activity at the centre. Parents receive support to address issues such as substance and alcohol misuse. Families access primary care services and parents receive support to address emotional and mental health support needs. The provider is currently exploring the employment of staff with specialist expertise such as a mental health worker.

Children and parents enjoy a range of play, social, and recreational activities. Staff encourage families' participation in planned activities such as summer BBQs in the centre garden and social events within the local community.

Children have contact with family members and their significant others when it is safe for them to do so. Care plans are explicit about contact arrangements. These detail which individuals may visit the centre and those prohibited from having contact with families. This is to safeguard children and, in many cases, resident parents themselves.

The centre's environment is safe and secure. The premises have undergone recent redecoration and refurbishment of some communal areas. For example, kitchens have recently been refurbished and modernised. Staff resolve maintenance and repair issues promptly.

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

Safeguarding is at the core of the centre's working practices and the needs of the child are paramount. Parents receive support and guidance about keeping their children and themselves safe from harm and abuse. Families benefit from the

service's clear and comprehensive child and adult protection policies. Staff are very familiar with safeguarding protocols and demonstrate good knowledge of actions to be taken in the event of a child or parent making an allegation against a member of staff.

Staff receive effective training in child and adult protection. Safeguarding discussions occur regularly in staff inductions, team meetings and individual staff supervision sessions. Safeguarding incidents are rare at the centre as staff vigilance and supervision of families is highly effective. Staff do not make use of physical intervention and no individual has been reported missing. When critical incidents do occur, staff manage these appropriately and sensitively. Staff ensure that relevant bodies are notified of critical incidents. A social worker said of the service, 'Staff are very supportive and aware of safeguarding.'

Staff complete relevant risk assessments in line with the assessment of parents' capacity to protect their children and provide safe care. Staff ensure that they obtain comprehensive background information from the placing local authority at the point of referral. This ensures that staff have a clear understanding of family history and risks. However, staff must ensure that risk assessments are sufficiently detailed and, in every case, highlight strategies to help eliminate known and potential risks.

Families are aware of how to make complaints; however, these are rare. The centre keeps good records of low-level complaints. Of the formal complaints received, managers do not consistently report on how the complaint was resolved and the feedback given to complainants. This is contrary to the centre's complaints procedures.

Families receive clear messages from staff about treating each other with respect and managing conflicts. A number of the complaints received from families have been about other residents. Staff ensure that families have the opportunity in residents' meetings and in private one-to-one sessions to try to resolve difficulties sensitively.

Managers effectively deal with any allegations made against members of staff. They take prompt action that is in accordance with safeguarding policies and procedures. Managers liaise with key safeguarding professionals such as designated officers.

The recruitment and vetting of new staff requires improvement. Managers do not consistently verify all written references. This practice does not confirm that staff are suitable to work with vulnerable children and adults.

Staff's supervision of families is monitored through the use of audio and CCTV surveillance systems. The centre has policies and procedures that outline the use of these systems. However, the centre's current use of CCTV is not in accordance with these policies. The operation of the CCTV system does not allow for cameras to cease recording in identified areas. This is irrespective of the level of risk posed to children and adults or the changing assessment needs of families. Families confirm their knowledge of the centre's CCTV, but they are unaware of the extent of its use. Some staff expressed some unease with families having to request 'couple's time'.

Similarly, visitors to the centre, while aware of the use of CCTV, are not explicitly advised where the cameras are focused. The provider is to review the policies and procedures of staff's use of CCTV and review the function and operation of the system. This is to assist to balance the protection of families with their right to appropriate levels of privacy.

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

Families benefit from strong leadership and a well-managed service. Leaders and managers of the centre have a clear vision for the development and expansion of the service. Their ambitions are realistic and promote high-quality, safe care. These ambitions are clearly outlined in development plans.

The registered manager is an experienced, qualified social worker with extensive experience of managing residential family centres and working with highly complex families. Managers monitor well the functioning of the service and have oversight of the strengths and weaknesses of the service. Regulation 25 and 35 reports support this overview of the centre's functioning.

The recruitment of a deputy manager has strengthened the leadership of the centre. However, the further delegation of some important practitioner tasks will positively influence the efficiency of the registered manager's role. For example, routine audits of centre records do not occur. As a result, some records are not of a high standard. These include written key-work sessions, risk assessments, the recording of complaint outcomes and the monitoring of staff vetting information. The provider is to review the current tasks allocated to the registered manager, with a view to further delegating tasks to senior members of the staff team.

Families receive support from an experienced, committed staff team. The team has a good mix of skill base and expertise. These include a worker specialised in financial and benefits work. The registered manager is a NSPCC child protection trainer.

Staff reflect on their practice. They benefit from an effective induction, regular supervision and annual appraisals. Staff training opportunities are good. The centre has a good track record of offering placements to social work students. The provider has clear plans in place to recruit to current staff vacancies and to employ permanent male workers.

Staff responsible for the completion of written assessments are experienced and skilled workers. They have good knowledge of the key issues that help to inform practice and support their assessments. The quality of parental assessments is very good. Assessments and final reports are analytical, clearly evidenced based with well-triangulated information. Staff ensure that assessments are compliant with local authority and court instructions. The registered manager is responsible for producing final assessment reports. She receives clear and consistent support and supervision from the responsible individual. This level of scrutiny results in high-quality assessment reports with realistic recommendations about children's lives.

The statement of purpose is a very detailed document that outlines the philosophy, aims and objectives of the service. The residents' guide is a creative easy-read



summary of the facilities and services provided and what families can expect from the staff team.

Managers and staff work in very close, effective partnership with other professionals. This is particularly the case with local authority staff, guardians, the courts, health and housing professionals and community-based early years' services. This ensures that external agencies are appropriately informed of placement issues and progress, and that families receive the external support that they require.

There is a clear strategic vision to make improvements to the service. There are no unresolved issues from the previous inspection and leaders continually strive to meet the assessment needs of families. A local authority social worker said of the service, 'My experience is that the staff are always helpful and friendly. The assessment process is robust, and the child's safety and well-being is the focus.'

## **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:** SC067331

**Registered provider:** Care 2 Share Limited

**Registered provider address:** 46 The Ridgeway, North Harrow, Harrow HA2 7QN

**Responsible individual:** Mehnaaz Chaudhary

**Registered manager:** Sandra Reynolds

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## Inspectors

Sandra Jacobs-Walls, social care inspector

Ruth Coler, social care inspector



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