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Oasis Places Limited

51 Redbridge Lane West, London E11 2JY

Inspected under the social care common inspection framework

Information about this residential family centre

The service is run by a privately owned company which specialises in providing independent assessments of parenting capacity and risk assessment support. The residential family centre is based in Wanstead, east London. The centre is registered to provide care and accommodation for four families.

This is the centre's first inspection since its registration with Ofsted in September 2017. The provider owns two other residential family centres, which are based in the east London area.

Inspection dates: 30 to 31 January 2019

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: This is the service's first inspection since its registration with Ofsted.

Overall judgement at last inspection: N/A

Enforcement action since last inspection

N/A

Key findings from this inspection

This residential family centre is good because:

- Children and parents benefit from a good service, which provides good levels of care, support and guidance.
- Children and parents feel safe and are protected from harm and abuse. Risk assessments are effective in reducing harmful behaviours.
- Families receive tailored, personalised care that meets their assessment needs.
- The service is effective and is constantly evolving to meet the needs of families.
- Families receive frequent feedback on their progress; staff address any areas of concern sensitively and promptly.
- Assessment tools and assessment programmes are wide ranging. Staff tailor these to meet the specific needs of individual family members.
- The service pays good attention to the identity needs of children and parents.
- There is strong partnership working between staff and external professionals.
- The leadership and management of the service are effective.
- The staff are well qualified and experienced. They work sensitively to meet the needs of children and parents.
- Staff are very well supported by their line managers.
- Final assessment reports are of excellent quality. These are comprehensive, analytical and firmly based on evidence.
- The staff's recommendations for children's futures are well considered and appropriate.

The residential family centre's areas for development:

- The provider must ensure that staff files include confirmation of the staff's qualifications.
- Regulation 25 monitoring reports must be promptly forwarded to Ofsted.
- The provider must address identified health and safety issues which compromise the well-being of children and parents.
- The centre's development plan must focus on addressing issues that are specific to this centre.
- All staff, including the registered manager, must receive regular clinical supervision.
- The staff's learning and development opportunities require improvement.

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>Fitness of workers</p> <p>Full and satisfactory information is available in relation to employees in respect of each of the matters specified in Schedule 2. (Regulation 16(3)(d))</p> <p>In particular, that there is documentary evidence of any relevant qualifications.</p>	01/06/2019
<p>The registered person shall ensure that—</p> <p>unnecessary risks to the health and safety of residents are identified and so far as possible eliminated. (Regulation 11(4)(c))</p> <p>In particular, that the first-floor landing is fitted with a stair gate; bathroom bins have secure lids; and alternative storage space is sought for buggies.</p>	01/06/2019
<p>Visits by registered provider</p> <p>Where the registered manager is an individual, but is not in day-to-day charge of the residential family centre, he shall visit the residential family centre in accordance with this regulation.</p> <p>The registered provider shall supply a copy of the report required to be made under paragraph (4)(c) to—</p> <p>the chief inspector. (Regulation 25(a))</p>	01/06/2019

Recommendations

- 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 resource. The views of parents and children at the centre at the

time of the annual review are sought and taken into account. (NMS 13.2)

- Staff have access to support and advice (including from external specialists) to provide a comprehensive service for parents and their children, and are provided with regular supervision by appropriately qualified and experienced staff. (NMS 17.4)
- Suitable arrangements exist for professional supervision of the registered manager. (NMS 17.3)
- There are good-quality learning and development opportunities which staff and volunteers are supported to undertake. These may include induction, post-qualifying and in-service training to enhance individual skills, and to keep staff up to date with professional and legal developments. (NMS 16.2)

Inspection judgements

Overall experiences and progress of children and parents: good

Children and parents benefit from a highly structured assessment process. Staff use a broad range of teaching methods and styles, which they adapt to parents' learning styles. This ensures that parents can fully engage with the assessment process. Parents learn to establish routines for their children, explore harmful behaviours and develop safe care practice.

Families largely share positive and trusting relationships with the staff. A father said, 'The staff team? They're nice, helpful. They help me with my learning about the baby. Staff helped us to get a plan together. I didn't have a clue what I was doing before I got here. We talk to them if we get stressed out.'

Staff encourage parents to be involved in the day-to-day decision-making about their placements and more complex issues. For example, mothers can decide for themselves whether or not they wish their partners to join them in their residential assessments.

Children and parents settle quickly upon admission to the centre. Placements are carefully planned, taking into consideration the assessment needs and the risks to all involved. This includes families who are already resident at the centre.

Children and parents are aware of the centre's complaints procedure and are free to make complaints. The complaints that are made largely relate to disputes between residents. Staff and managers handle all complaints promptly and sensitively, ensuring that complainants are advised of, and are satisfied with, the outcomes.

Children and parents live healthy lifestyles. Staff pay excellent attention to the healthcare needs of each family member. For example, staff chart immunisation histories for babies and ensure that children and parents are promptly registered with primary care professionals. Families enjoy 'Healthy Wednesday'. Children regularly see health visitors and midwives as appropriate. Staff receive training in paediatric first aid and the safe administration of medication. Baby massage, play and stimulation routinely feature in parents' learning sessions.

Parents participate in programmes that address their emotional health. For example, they attend sessions that explore healthy relationships, conflict resolution and issues of domestic abuse. The centre's staff team includes clinical and counselling psychologists who are available to work directly with families. Parents can access community-based drug and alcohol services to support the work completed at the centre. This includes, where appropriate, random drug testing.

Children and parents are supported to attend education or employment where this is appropriate. Families have access to a range of social, educational and recreational

opportunities. The centre hosts leisure activities for families to help promote relaxation and group socialising.

Children and parents are supported to develop skills and strategies that enable them to manage their own conflicts and difficult feelings. Staff ensure that families understand the centre's rules and boundaries. This is to support the successful completion of assessments and the safe care of children. The well-being of children and parents is at the centre of the staff's practice.

Children and families benefit from the centre's dedicated contact area. This is a well-equipped, comfortable space adjacent to the centre's main premises. As required, staff supervise family contact. They provide written reports which focus on the quality of contact and, importantly, the impact that contact has on children. This is a successful and useful resource for families and local authorities, when situations require a safe environment for contact to take place.

Children and parents are treated with dignity and respect. Staff are mindful of and attentive to the needs of individual family members. For example, staff have provided a Rastafarian father with a separate fridge and cutlery in order to fully meet his strict vegan dietary needs. Similarly, staff are working sensitively with this father to remove barriers that stop him from fulfilling his religious obligations. Staff are working hard to ensure the family's unique religious needs are met, while still vigorously assessing the safe care of the children. For other parents who have learning disabilities, staff amend assessment tools to ensure that they account for individual learning styles effectively. In such cases, staff make use of Parental Assessment Manual Software.

Assessments have a strong focus on children's needs and their protection. Evaluations consider parents' views. Staff provide parents with clear weekly feedback on their progress and areas they need to improve upon. Assessments are individualised and realistic about what parents can achieve and the support required if children are to return home with their parents.

The registered manager is responsible for producing final assessment reports. These are excellent and are of a very high quality. These reports are evaluative, analytical and outline parents' strengths and weaknesses. They outline parents' capacity for change and their understanding of the needs of their children and how to keep them safe.

A solicitor commented, 'The feedback from court [from the final hearing] in respect of both [the registered manager] and [psychologist] was that they were impressive when they were giving evidence, and were both balanced and persuasive.' Similarly, a local authority social worker said, 'All reports and correspondence has been of a good standard with enough depth and analysis.' Reports are firmly based on evidence. The staff's recommendations for children's futures are well considered and appropriate.

How well children and parents are helped and protected: good

Children and parents are safe and well protected from harm, abuse and neglect. Staffing levels are high and ensure that the supervision of families is rigorous. Children and parents benefit from the centre's comprehensive child and adult protection procedures, and the staff's strict adherence to relevant policies and protocols. Staff and managers provide a prompt and effective response to concerns.

Very few critical incidents occur at the centre. There have been no allegations made against staff, no episodes of missing and no physical interventions of any kind. Parents reported that they feel listened to. Feedback sessions are regular and the centre's residents' meeting provides another forum for families to share their views.

Individual risk assessments identify known and potential risks to all individuals. Staff regularly review risk assessments and amend them in line with the changing needs of families. Risk assessments highlight the strategies that are in place to help reduce and/or eliminate risks.

Staff monitor the behaviour of children and parents, and sensitively address any issues. This promotes positive behaviour and resolves any conflict or discord between individuals. Discriminatory behaviour is not tolerated and staff challenge any such incidents.

Staff have strong and effective working partnerships with other agencies. These include health professionals, local authority social workers and community-based services. These successful collaborations promote an effective coordinated approach to safeguarding children. A local authority social worker said, 'There was excellent feedback of concerns when needed. Good multi-agency working – thorough.'

The recruitment and vetting of staff are vigorous. This confirms that staff are suitable to work with vulnerable families. However, managers were unable to provide documentary evidence of the staff's qualifications.

The centre's premises are homely, well maintained, appropriately decorated, safe and secure. Staff conduct regular checks which ensure that the building is well maintained and comfortable, and that there are no health and safety concerns. However, the stairs on the first-floor landing do not have a stairgate and there is limited space for storing buggies. In addition, bathroom bins require secure covers to restrict children's access.

The effectiveness of leaders and managers: good

The leadership and management of the residential family centre are strong. The registered manager is an effective, efficient leader who is well experienced and qualified to manage the centre. Management oversight of the functioning of the centre is good; the provider is financially stable.

The culture of the centre is characterised by high expectations and aspirations for families. A staff member said, 'Everyone likes working at this particular centre. It's the most structured managerially. There's no messing about, no ifs, or buts. The managers are good role models. [The registered manager] is absolutely brilliant.'

There are effective internal monitoring systems in place. These help to identify the strengths of the service and areas that require improvement. However, independent monitoring visits are not sufficiently challenging and reports are not consistently forwarded to Ofsted. The centre's development plan is ambitious and highlights areas for development and improvement. Despite this, plan includes organisational goals and are not specific to the development of this centre.

Managers ensure that placement planning for families is effective. They consider the needs of individual family members and any risks posed, including those to other resident families. Placing authorities and the courts are appropriately engaged with the service. This ensures that assessments are in line with the specifications of the referring agency. Staff ensure that they obtain full and comprehensive information about families, which assists with decision-making about referrals.

The provider is a fair and competent employer. Core staff are based at the centre, while other support staff work at this centre and other residential family centres owned by the provider. The needs of families are paramount in decision-making about where staff work. For example, to keep the same worker, a family's key worker moved with the family from one centre to a sister service. This was to ensure continuity of support. Families and staff said that they appreciated the flexibility in working patterns.

Managers' support of the staff team is effective. A staff member said, 'Support here is very good. I get coaching about working with parents who have alcohol issues. Managers and the entire team are supportive – we support each other. It's good.' The staff team generally receives regular supervision. However, gaps were identified in the frequency of formal supervision for some staff. Furthermore, an appropriate clinical supervisor is yet to be identified to support the social work practice of the registered manager. Staff said that they would welcome the reintroduction of reflective-practice sessions.

Staff have six-monthly appraisal reviews. These inform their personal development plans. Staff training is identified as an area for further development.

This is the first inspection of the service since its registration with Ofsted. The service has made a very promising start. The leadership and management of the residential family centre are strong. The shortfalls identified at this inspection do not adversely affect the experiences and progress of children and parents, which are very positive.

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: 1259415

Registered provider: Oasis Places Limited

Registered provider address: 51 Redbridge Lane West, London, E11 2JY

Responsible individual: Suzanne Bailey

Registered manager: Reka Kovacs

Telephone number: 0203 771 8673

Inspector

Sandra Jacobs-Walls: social care inspector



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