

# Ohana Parental Assessment Centre

Ohana Parental Assessment Centre Limited

53 Palmers Drive, Grays RM17 5RA

Inspected under the social care common inspection framework

## Information about this residential family centre

The centre is owned by a private organisation. It provides care, accommodation and residential parenting assessments for two families. The centre can provide Parent Assessment Manual (PAMS) assessments. Parenting assessments take a minimum of 12 weeks.

The manager registered at the same time as the centre, in December 2021.

### Inspection dates: 26 and 27 April 2022

<b>Overall experiences and progress of children and parents,</b> taking into account	<b>inadequate</b>
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How well children and parents are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and/or widespread failures that mean children and parents are not protected or their welfare is not promoted or safeguarded and/or the care and experiences of children and parents are poor.

**Date of previous inspection:** not applicable

**Overall judgement at last inspection:** not applicable

**Enforcement action since last inspection:** not applicable

## Inspection judgements

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

This inspection was conducted following a complaint raised with Ofsted by a third party which included a number of safeguarding concerns.

The registered manager has failed to recognise and understand a parent's learning needs. The manager has expressed an unwillingness to accept that parents have different learning styles and function at different cognitive levels. This has culminated in volatile incidents at the centre between the manager and a parent. These incidents are not conducive to a stable atmosphere in which parents can focus on developing their parenting skills.

The manager has missed information from the local authority that determines a parent's ability to learn new concepts. The failure to recognise this does not give parents an equal and fair opportunity to have their parenting capacity assessed. The manager has not compiled any family placement plans. Therefore, the purpose and scope of the assessment is unclear. The manager has also failed to obtain clear instruction from the court for one family. This could undermine the final assessment report.

There is no system for the review of surveillance methods. The surveillance policy states that its use is solely for the purpose of safeguarding, although this is not clearly assessed. The continued use of surveillance without consideration of proportionality infringes on parents' dignity and privacy.

There are no systems to monitor health and safety arrangements. The staff do not recognise hazards and maintenance at the centre is poor. One ceiling light hangs with exposed wires. Light shades are missing and mats used in the kitchen are curling up around the edges. At the time of the inspection, a fire door was held open with a door wedge. The dining room has a mismatch of second-hand chairs and a stained table covered by a stained net tablecloth. This is not a practical material to clean off food remnants. The kitchen mats pose a trip hazard to parents carrying babies. Cleaning materials, including bleach, are stored on a low shelf in the staff cloakroom. This does not set a good example to parents in the safe storage of cleaning materials or maintaining a well-kept home.

The equipment provided for children and babies is limited and poor quality. A number of play resources are stored in the corner of the communal lounge. These are not in use and take up space. There are no outdoor resources for children and some areas of the garden require further work to provide a pleasant outdoor play space.

The parents' views do not consistently contribute to the day-to-day running of the centre. Although they have expressed views, there is no system to capture these to help shape the service.

Parents rarely attend local groups that develop their parenting skills. There has been a delay in making connections with local children's centres and parenting groups. Therefore, the opportunities for parents to network with other parents and attend support groups are limited.

The staff, including student social workers, are motivated to support families to have a positive assessment experience when possible.

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

The manager has no system to assess new families' vulnerabilities and associated risks in relation to the other families. Significant risks identified in referral information have not been considered. The failure to assess these risks has led to poor group dynamics and disrupted families' assessments. Furthermore, this has increased the risk of vulnerable families being exploited.

Inadequate management and poor managerial oversight have increased the potential for children and parents to be at risk of harm. The manager has failed to provide clear guidance to staff on how to reduce individual risks and safeguard families. The absence of risk-reduction strategies means the centre fails to provide an environment in which parents and children are safeguarded.

The safeguarding policy is not understood or used effectively. A serious practice concern involving a member of staff was not referred to the local authority designated officer (LADO). Separate concerns raised about the manager's conduct were not referred to the LADO. There are no records or investigation outcomes. Consequently, it is unclear how these incidents have been managed. This significantly reduces the safeguards for families.

Serious concerns raised about the manager and a member of staff have not been reported or shared. The lack of reporting and transparency does not enable appropriate investigation and scrutiny. This fails to treat staff and families equally and generates an imbalance of power.

The manager has not initiated recruitment checks or ensured appropriate Disclosure and Barring Service (DBS) checks are carried out for the staff. Two DBS checks were undertaken during the inspection. The manager has failed to obtain suitable references for one staff member. There are no systems to monitor agency staff recruitment checks to ensure the suitability of these staff. This increases the potential for unsuitable people to work at the centre.

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

The management of the centre is not effective or professional. The registered manager demonstrates a lack of competence. She has failed to operate the centre in line with safeguarding procedures or to comply with the regulations.

The manager's conduct and approach are questionable. Despite specific concerns raised by an external professional, the manager failed to alert the responsible individual or Ofsted about these concerns. This demonstrates a lack of integrity. This fails to give Ofsted a clear overview of the service and reduces the intended safeguards.

The numbers of staff are minimal and consist largely of agency staff and student social workers. A rota of who has worked is not maintained. At times, new agency staff work alone at night with other new staff before they have any induction. On one occasion, a new and unqualified member of staff worked alone for over two hours. This provides inadequate levels of supervision to families and places children at risk of harm.

Professionals expressed general concerns regarding the practices and approach of the registered manager. These include a resistance to accepting feedback and a reluctance to provide weekly reports to the local authority. Families have raised concerns about the group dynamics and inflexible routines. The manager has not recorded or shared these concerns. This reduces transparency and limits any learning from feedback.

The responsible individual has been away on leave. In her absence, the manager has failed to implement proposed systems or to follow the written policies and procedures. Two out of three monthly monitoring visits did not take place. This fails to provide an external safeguard.

The statement of purpose says that staff will have regular supervision. Despite an entirely new team of staff, the records of supervision were unavailable and some staff had not received supervision. This does not ensure that these staff have the support that they need at a critical time in their development.

There is no training matrix or oversight of staff training. The inspectors requested training records throughout the inspection and were provided with unrelated documents that did not evidence a suitable training programme. As a result, the manager cannot satisfy herself that staff are trained in safeguarding or first aid. This places families and children at increased risk.

The centre is not led and managed in line with the statement of purpose. Staffing, staff ratios, training and the quality of the premises and records are not as described in the statement of purpose. The statement of purpose makes false claims. This is misleading to placing authorities.

## 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 provider and the registered manager shall, having regard to the size of the residential family centre, the statement of purpose, and the number and needs of the residents, carry on or manage the centre (as the case may be) with sufficient care, competence and skill. (Regulation 8 (1))</p> <p>In particular:</p> <p>Ensure that all staff understand and implement safeguarding procedures;</p> <p>Ensure that allegations about staff practice, including the manager's practice, are reported and notified to the local authority and Ofsted;</p> <p>Ensure that there are sufficient experienced staff on each shift who are suitably trained;</p> <p>Ensure that individual and compatibility risk assessments fully consider the families' vulnerabilities and provide suitable risk-reduction measures;</p> <p>Ensure that staff are provided with a suitable training programme that reflects the offer set out in the statement of purpose;</p> <p>Provide effective and stringent monitoring and oversight of the centre;</p> <p>Ensure that the centre is managed in a professional and competent manner;</p> <p>Establish good working relationships with external professionals to assist and support the assessment process.</p>	17 June 2022

<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. (Regulation 12 (1)(a)(b))</p> <p>In particular, ensure the prompt referral of safeguarding concerns and allegations to the local authority designated officer.</p>	<p>17 June 2022</p>
<p>The registered person shall, before providing a family with accommodation in the residential family centre, or if that is not reasonably practical, as soon as possible thereafter, draw up in consultation with the placing authority a written plan (in these Regulations referred to as “the placement plan”) setting out, in particular—</p> <p>the facilities and services to be provided during the course of the placement;</p> <p>the objectives and intended outcomes of the placement. (Regulation 13 (1)(a)(b))</p>	<p>17 May 2022</p>
<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> <p>a sufficient number of suitably qualified, competent and experienced persons working for the residential family centre. (Regulation 15 (a)(b))</p>	<p>17 May 2022</p>

<p>The registered person shall not —</p> <p>employ a person to work at the residential family centre unless that person is fit to work at a family centre; or</p> <p>allow a person to work to whom paragraph (2) applies, to work at the residential family centre unless that person is fit to work at the residential family centre.</p> <p>For the purpose of paragraph (1) a person is not fit to work at the residential family centre unless—</p> <p>full and satisfactory information is available in relation to him in respect of each of the matters specified in Schedule 2. (Regulation 16 (1)(a)(b) (3)(d))</p>	<p>17 May 2022</p>
<p>The registered person shall ensure that all persons employed by him—</p> <p>receive appropriate training, supervision and appraisal. (Regulation 17 (5)(a))</p> <p>In particular, ensure that staff have regular supervision meetings.</p>	<p>17 June 2022</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 (6))</p>	<p>17 June 2022</p>
<p>The registered person shall ensure that—</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. (Regulation 21 (2)(b))</p> <p>In particular, ensure the centre is maintained well and decorated to a good standard.</p>	<p>17 June 2022</p>
<p>When the registered provider 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>Visits under paragraph (1) or (2) shall take place at least once a month and may be unannounced.</p>	<p>17 June 2022</p>

<p>The registered provider shall supply a copy of the report required to be made under paragraph (4)(c) to— the Chief Inspector;</p> <p>the registered manager. (Regulation 25 (1) (3) (5)(a)(b))</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. (Regulation 26 (1))</p> <p>This specifically relates to ensuring that Ofsted is notified of any allegations or serious complaints made against the staff.</p>	<p>17 May 2022</p>

\*This requirement is subject to a compliance notice.

## Recommendations

- The registered person should take into account, record and monitor parents' views and wishes about the operation of the centre, including any concerns they may have. (Residential family centres: NMS 2.1)
- The registered person should ensure effective planning and support takes place that fully considers parents' individualised backgrounds and additional needs. In particular, ensure that staff have the skills to meet the needs of families with learning disabilities. (Residential family centres: NMS 3.1)
- The registered person should ensure appropriate connections are established with local health agencies, health centres and parenting groups without delay. (Residential family centres: NMS 6.3)
- The registered person should ensure that the placement plan incorporates the requirements of any referring agency and, when applicable, the court. Ensure that, when required, a letter of instruction from court is used to inform family placement planning. (Residential family centres: NMS 9.3)
- The registered person should ensure that the CCTV policy is clear, does not include contradictory statements and considers a system to review the proportionality of its use. (Residential family centres: NMS 10.1)
- The registered person should ensure that the centre provides facilities for the care of babies and children of all ages. (Residential family centres: NMS 11.4)
- The registered person should oversee the welfare of the children and parents in their care through observation and engagement with the home's staff. In particular, they should ensure that monitoring systems are able to identify shortfalls in fire-protection measures, trip hazards and safe storage of hazardous chemicals. (Residential family centres: NMS 11.5)



- The registered person should ensure that the manager regularly monitors, in line with the Residential Family Centre Regulations 2002, as amended, all records kept by the centre, to ensure compliance with the centre's policies, to identify any concerns about specific incidents and to identify patterns and trends. Immediate action should be taken to address any issues raised by this monitoring.  
(Residential family centres: NMS 19.2)

## **Residential family centre details**

**Unique reference number:** 2647771

**Registered provider:** Ohana Parental Assessment Centre Limited

**Registered provider address:** 53 Palmers Drive, Grays RM17 5RA

**Responsible individual:** Sarjit Chakraborty

**Registered manager:** Olutoyin Olutade

**Telephone number:** 07947647692

**Email address:** ohanacarecentre@outlook.com

## **Inspectors**

Deirdra Keating, Social Care Inspector

Mark Anderton, Social Care Inspector

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