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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

This residential family centre provides parental assessments for up to four families at any one time, and it is staffed on a 24-hour basis.

The centre registered with Ofsted in September 2017. The manager registered with Ofsted in September 2020. At the time of this inspection, there were four families undergoing residential assessments.

Inspection dates: 14 and 15 March 2023

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 requires improvement to be good

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

Date of last inspection: 30 January 2019

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Inspection judgements

Overall experiences and progress of children and parents: good

This residential family centre provides a good service to parents and children. Assessments are written to a good standard. They are evaluative and analytical, and they fully assess parental capacity. They make clear recommendations based on research and evidence.

Children and parents are treated with dignity and respect. They experience assessment that is sensitive to their needs. A communication tool is used at the start of the assessment to fully understand how parents communicate and establish their learning style. This gives parents the best possible chance to engage fully with the assessment process.

The support that the centre offers to parents and children is good. The centre runs an in-house parenting programme as well as a recognised domestic abuse programme for both mothers and fathers. Parents are supported to attend local groups and engage in activities in the community. This support helps to give parents skills and tools to improve their parenting.

The residential family centre works well with parents who do not speak English. Interpreters are routinely used in sessions and meetings to ensure that parents fully understand what is being said. Staff appropriately use other tools to communicate with families on a day-to-day basis. Additionally, all written communication and reports are translated for parents into their own language.

Feedback from parents is varied. Some parents have a positive experience of being in the centre; however, not all parents feel the same. Some families do not feel that staff listen to them or take their concerns seriously. Parents are encouraged to make a written complaint if they are unhappy. However, they do not receive a formal response to their complaint that details what action has been taken.

How well children and parents are helped and protected: good

Parents are supported to keep themselves and their children safe. They receive help and support that are tailored to their individual needs. Staff recognise when there are other areas of support that are needed for families and provide additional key-work sessions when required. For example, they support parents to have appropriate boundaries or with managing behaviour. Parents receive weekly feedback from their key worker that highlights their strengths as well as challenges.

Conflict management between residents is effective. If there are difficulties in the centre, parents' poor behaviour is challenged and dealt with effectively. This helps other families to settle and feel comfortable in the centre.

Staff understand their role and responsibilities in terms of safeguarding. The centre is usually proactive and responsive if there are safeguarding concerns. Despite this, on one occasion, leaders and managers failed to report an allegation against a member of staff to the local authority designated officer and Ofsted.

Staff know and understand what each family's risks are. However, risk assessments are confusing and unclear. The risk assessments are not scored in line with the provider's own risk assessment tool. This makes it difficult to establish what plans staff are working with and how effective they are.

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

Leaders and managers are aware of the shortfalls of this service. There are improvement plans in place to address the concerns, and an action plan is being implemented.

Management oversight and review of the centre's practice are poor and require improvement. The shortfalls found include a lack of review of the quality and timeliness of recording, health and safety assessments not being reviewed within timescales and an inconsistent review of the premises and the centre's day-to-day practices. Additionally, leaders and managers do not regularly seek parent and child feedback to inform their review of the service. This limits the effectiveness of management reviews and development plans.

Leaders and managers have failed to produce a suitable quality of care review as required. The quality of care reviews are not individual to each residential family centre and do not include the views of parents and children. Ofsted has not received a report for this centre at appropriate intervals as required.

Staff do not receive regular supervision. Recently, supervision has been taking place more consistently, but there have been gaps in the previous 12 months. This limits the manager's oversight of staff practice and development.

Staff are not all suitably trained or qualified. In some cases, mandatory training has not been completed, and the additional training is not offered to all staff. Leaders and managers have not reviewed staff's qualifications to ensure that they meet the national minimum standards. This limits the skills and expertise that staff can offer families.

Staffing levels are not always safe. Staff report feeling under pressure due to low numbers of support staff on shift. As the centre is very busy, staff often have a number of different tasks to complete, in and out of the centre. Although no incidents have occurred, the low staffing levels place children, parents and staff in a vulnerable position and need to be reviewed.

Leaders and managers have a good understanding of each family and their individual needs. There is effective case management and review with practitioners.

Leaders and managers are clear about the progress that families are making and how parental capacity is being assessed.

Feedback from placing social workers is positive. They feel that the centre is meeting families' needs. No issues have been raised about the quality of assessment or support provided.

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 |
|---|---------------|
| 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)) | 17 March 2023 |
| 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)) | 31 March 2023 |
| The registered person shall ensure that all persons employed by him— receive appropriate training, supervision and appraisal. (Regulation 17 (5)(a)) In particular, the registered person should ensure that all staff receive appropriate training to fulfil their role and that all staff receive regular supervision. | 31 March 2023 |
| The registered person shall establish and maintain a system for— reviewing at appropriate intervals; and improving, the quality of care provided at the residential family centre. 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. | 31 March 2023 |

The system referred to in paragraph (1) shall provide for consultation with residents.
(Regulation 23 (1)(a)(b) (2) (3))

In particular, the registered person must provide a review of the quality of care that is unique to each setting at regular intervals.

Recommendations

- The registered person should ensure that there are clear and effective procedures for monitoring and controlling the activities of the centre. Parents' and children's, when age appropriate, views should be regularly sought to inform the managements monitoring of the centre. (Residential family centres: NMS 19.1)
- The registered person should ensure that the number, competence and deployment of staff can fulfil the centre's statement of purpose and meet the individual needs of all the parents and children resident at the centre. (Residential family centres: NMS 15.1)
- The registered person should ensure that all staff are provided with regular supervision. (Residential family centres: NMS 17.4)
- The registered person should ensure that staff understand the nature of the records maintained and follow the centre's policy for the keeping and retention of files. There should be a system in place to monitor the quality and adequacy of record-keeping, and the registered person should take action when needed. (Residential family centres: NMS 20.2)
- The registered person should ensure that all care staff either have a minimum level 3 Children and Young People's Workforce Diploma, which must include mandatory social care units, or be working towards the relevant qualifications within six months of confirmation of employment. Staff may also find it helpful to have a level 3 award or certificate in Work with Parents or level 4 award in Work with Parents. (Residential family centres: NMS 16.5)

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 Centre Regulations 2002 and the national minimum standards.

Residential family centre details

Unique reference number: 1259415

Registered provider: Oasis Places Limited

Registered provider address: 7 Clements Court, Clements Lane, Ilford, Essex IG1 2QY

Responsible individual: Suzanne Bailey

Registered manager: Lydia Thaddeaus

Telephone number: 0203 771 8673

Inspector

Leanne Grant, Social Care Inspector

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