

Granary Families Assessment Centre

Statement of Purpose

Our Mission Statement

“To provide a compassionate environment for families where robust, fair and evidence-based assessments of parenting skills and capability for Local Authority and Courts are conducted. Relationships between families and babies are formed, nurtured and supported to be the best they can prior to reintegration in the community or possible separation.

Dedicated professionals provide a range of parental assessments and holistic therapeutic services to build better relationships in a homely and intimate environment.

Our service is family-run and rooted in Christian values. It is transformational and non-discriminatory, and we ensure the child is central to everything we do, irrespective of disability, race, culture, sexual orientation, religion, gender or ethnic background”.

Reviewed 17th September 2025
Next Review 17th March 2026

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Name and Address of Provider

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URN:	SC1234323
Ofsted Rating:	Good
Last Inspection	20 th and 21 st November 2024



Introduction

This Statement of Purpose has been developed in accordance with appropriate legislation and guidance including:

- Residential Family Centres Regulations (2002)
- Residential Family Centres (Amended) Regulations (2013)
- The National Minimum Standards (2013)
- The Children Act 1989 amended (2004)
- The Care Standards Act (2000)
- Department of Health Framework for the Assessment of children in need and their families (2000)

A copy of this Statement of Purpose is made available to:

- Residents
- All members of staff
- Resident's social worker
- Local Authority Placement Teams
- Representative of Ofsted
- CAFCASS Children's Guardian
- Family Law Solicitors and legal representatives

All staff are familiar with the contents of our Statement of Purpose and work according to its contents.

Resident's Guide

Upon joining Granary Families, residents are given a summary of the Statement of Purpose which can be found in the Resident's Guide.

Review

Our Statement of Purpose is reviewed six monthly or sooner if significant changes occur.

GDPR – Data Retention

We recognise that in the running of our service, we collect and process personal data from a variety of sources. This personal information is collated in several different formats including letters, emails, legal documents, employment records, operations records, images and statements. The personal data is held in both hard copy and electronic form.

Granary Families will ensure that personal data that we hold is kept secure and that it is held for no longer than is necessary for the purposes for which it is being processed. In addition, we will retain the minimum amount of information to fulfil our statutory obligations and the provision of goods or/and services - as required by the data protection legislation, including the General Data Protection Regulation (GDPR).

Granary Families Assessment Centre

Granary Families is a Residential Family Centre for families and their babies and expectant families offering a range of services focusing on a robust range of assessments and contact to meet the needs of a vulnerable child/ren.

The Centre currently operates from two adjoining properties accommodating a total of seven families in a quiet residential road in the leafy suburbs of Harrow, Middlesex, 10 minutes from the beautiful village of Harrow on the Hill, home to Harrow School and five minutes from the town centre.

West Harrow and Harrow on the Hill tube station, and main bus routes are easily accessible and in walking distance. Harrow College is located within 10 minutes walking distance of the Centre. The local Doctor surgery is minutes away as is West Harrow Park. Morrisons is at the top of the road and other local shops and amenities are located at the bottom of the road.

The Borough of Harrow borders Hertfordshire to the north, Hillingdon to the west, Ealing to the south, Brent to the south-east and Barnet to the east.

Granary Families is staffed by suitably qualified, competent, and experienced family assessment and support workers, including social workers who conduct our parenting assessments. Our team of experienced, qualified professionals provide an innovative and needs led service to families and their babies who may be in the process of care proceedings. We accept referrals from Local Authorities and Family Solicitor firms across England, Scotland, and Wales.

A typical day at our existing centre is staffed by up to six family assessment support workers during the day, four to five staff on a late shift and three to four waking night support staff.

Granary provides a safe, secure and nurturing environment for vulnerable families irrespective of race, culture, religion, sexual orientation, gender or ethnic background, and with notice can make provision for families with disabilities or specific health needs.

This Statement of Purpose is written taking into consideration the 2013 changes made to The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, which came into force on 1 July 2013.

Granary Care Limited is a family-run company rooted in Christian values and was established in 2003 as a private limited company when it opened its first full day nursery. Two further nurseries were established and we currently number of out of school provisions in primary schools across Harrow, Hillingdon and London.

The Centre works closely with a wide range of professionals to secure positive outcomes for parents and their babies by keeping them safe and at the centre of all planning and activities. This is achieved by following a holistic and individualist care plans which are evidence based and can be used to inform professionals at all levels of the family's parenting, emotional current functioning capacity and future capabilities.

Granary Families offers a tranquil and homely environment operating in two houses where a wide range of therapeutic services are readily accessible, including the provision of the baby being looked after by staff in emergencies. Our dedicated team of professionals includes accredited social workers, family support workers, psychotherapists, child development practitioners, DV specialists, local drugs and alcohol workers etc., who work closely together to create the individual care plans. Services include providing a comprehensive programme of support, detailed residential parenting assessment reports, feasibility assessments, follow-up support and community assessments.

The core objective for each family is to achieve and experience a fully functioning and positive family life in society.

Service users of Granary Families are informed of what to expect from our service and how they will be cared for during their stay. We ensure our service users know how the Centre operates and prior to admission provide them with a Resident's Guide and access to our Statement of Purpose in written form.

We operate our home on the following principles:

1. The safety and needs of the baby are paramount.
2. The staff and policies of the home exist to serve, promote, enable and support the family to provide a high level of care to their baby.
3. Religious persuasion, race, ethnicity, diversity, sexual orientation and cultural difference is respected and wherever possible, all efforts are made to have translators where needed.
4. At all times, best interest principle, evidence base practice and the quality and individual rights of the parents and their babies are promoted and maintained.
5. We recognise that being at Granary Families will be, in most cases, the final opportunity for a family to stay together as a family and therefore aim to achieve this in all instances.
6. The family will be involved in all meetings and decision making relating to her stay in the home and care of their baby.

7. Every placement admission will be documented, have a daily log recording which will be kept confidential and stored safely in accordance to GDPR guidance.
8. We identify with the definition of parental responsibility as outlined in the principles of the Children Act 1989.

Core Ethos

The core ethos of Granary Families is embodied in the Children's Act 1989 which requires professionals to 'work in partnership' with families to assess their individual parenting needs, whilst ensuring that the child's welfare is paramount.

We expect our staff to positively embrace each individual family's heritage. Our value base is that all people, children and adults alike, are individuals who are to be respected and treated as equals, whatever their circumstances or difficulties.

In order to assess parenting needs, staff adopt a flexible approach to working with families and develop a relationship based on trust and understanding.

Our team makes every attempt to enable families to meet their child's developmental needs and foster a secure attachment base in their relationship.

Family observation is evidence based and supported by current and relevant research to maintain the optimum level of objectivity.

Our team knows that the Children Act 1989 and "Messages from Research" published by the Department of Health in 2000, states that the child's best interests are met within its birth family. However, decisions based on the child's safe parenting will need to be made and in some circumstances a child may not be safe within its own family.

Our key objective is to develop and deliver services that meet the 2015 legislative Principles underpinning the legislative framework of the Working Together to Safeguard Children. Granary regularly reviews and ensures that it adheres to the updates of the legislative framework and associated good guidance legislative practices of 2023 and February 2024.

All Granary services will:

- encompass a holistic approach of working in partnership with all relevant professionals to ensure that families whilst resident at Granary receives all the necessary help and support needed to keep the child's interest as the main focus of all decision making.
- Will work transparently with families by encouraging and supporting them to engage with all local services by promoting the importance of utilizing such to enhance the well being of their parenting skills for the betterment of their children.
- Families will also be encouraged to utilise all voluntary and statutory services that promote and advocate for the safeguarding of children and young people in all instances especially adherence to all national and local child protection policies and associated good guidance.

- Staff will receive regular training to ensure that they understand the importance of keeping themselves up to date with the working together framework to be able to always model and promote the effectiveness of such to families.

Our Service Model

Granary Families provides robust, fair and evidence-based assessments of parenting skills and capability for local authority and courts. Our assessments are residential, or community based and include:

- Feasibility assessments
- 6 Week Midway residential parenting assessment
- 12 Week Final residential parenting assessments (additional two weeks required to produce the report)
- 6 Week PAMS Midway residential parenting assessment
- 12 Week ParentAssess Final residential parenting assessment (additional two weeks required to produce the report)
- Addendum reports following the completion of a final parenting assessment
- Risk assessments
- Step down after care community assessments and visits following positive parenting assessment or Supervision Orders being granted

We offer a non-judgmental and non-discriminatory inclusive service to families who are experiencing issues around parenting their babies and young children.

The primary role of Granary Families is to provide a comprehensive assessment of parenting skills in accordance with the Department of Health Assessment Framework 2000. This is conducted in a 12-week period but can extend up to a 14-week period. The placement plan is established at an initial planning meeting and in a 12-week assessment the process is reviewed at the sixth week and also in the final week of the assessment.

Our key workers are experienced workers in family support and family assessments who are aware of the fact that for some families they may be given little choice in their admission to the Centre. As far as possible every attempt is made to consult and empower families to make good choices whilst staying at the Centre, bearing in mind that the 'child's welfare is paramount'. We encourage families to read and discuss their Weekly Update reports within weekly keywork sessions with their allocated key worker.

Our fully trained team works closely with parents at all times in order to assess any shortfall in knowledge, skills and understanding for caring for their child and offers individual parenting support programmes, according to the needs and capabilities of the parents.

A key worker system is in operation, to encourage the development of a working relationship with families and staff, based on mutual understanding, respect and trust.

Counselling and other therapeutic interventions can be provided for families where there is concerns of past trauma or other difficulty in emotional functioning affecting their capacity to parent. Assessments of the history of attachment and separation can be made if directed by the Court.

We can provide brief psychotherapy to parents where there is evidence of emotional trauma affecting the relationship between them and their child/ren.

Interaction between the parents and child is assessed by our fully trained team and Social Workers providing parenting assessments which is fair, robust and evidence based. The child's welfare and needs are central to the assessment and the assessment aims to answer the Court's or Local Authorities letter of instruction.

Assessments at Granary Families are conducted by a Social Worker consistent with the guidance in Working Together to Safeguard Children 2015.²

Meetings between the family, team at the Centre, representatives from the referring Local Authority and other involved professionals are held throughout their stay and individual care plans are used to assess the and track the progress of the families to ensure that the concerns are fully addressed and appropriate and safe parenting capabilities are achieved.

Once the family leaves our Centre, it is anticipated they will be ready to integrate back into the community with their child and be equipped with the information and support required to raise her child in a loving and structured environment. In the event that the family is separated from their child, Granary Families will continue to work closely with the family to support and signpost to local agencies who offer advice and support to separated families such as [Family Lives](#). Granary Families offers follow up and community assessments to chart the progress of the parents and child/ren.

Granary Families can:

- Provide assessments for Court in Family Law proceedings.
- Attend professional meetings and court hearings

We recognise that our families have had different experiences in life and may need differing levels of support. We welcome referrals from agencies working with young parents, care leavers and families or families-to-be who may have a low level of ongoing mental health or drug and alcohol related issues. Progress is closely monitored, and each case is assessed individually according to need. We liaise with

² [Working Together to Safeguard Children: A Guide to Inter-Agency Working to Safeguard and Promote the Welfare of Children \(HM Government\)](#)

other professionals involved in the resident's life including social workers, health professionals and solicitors as well as family members.

All relevant parties are kept up to date on a regular basis and Granary Families is committed, along with the local authorities and professionals in other agencies, to work in partnership with the families.

Parental responsibility is promoted and should be recognised within all agencies. Working with families on a voluntary basis is our preferred option but we are aware that families may be instructed by the Family Court to participate following intervention with their babies who are the subject of court orders.

Working with Families

We recognise that families referred to the centre may be children themselves and will make reference to [Working Together to Safeguard Children 2015](#) and [What to do if you're worried a child is being abused 2015](#) to ensure they are protected when residing in the centre with adult parents. All staff will be made aware at induction of their responsibility to protect children and young people. A child will be considered to be anyone under the age of 18.

We operate an 'open door' policy for families to seek assistance and advice at any time. Weekly key work and resident meetings are held with the parent, key worker, support workers and Centre Manager to encourage feedback and keep lines of communication open. They are also informed of their legal rights and appointed citizen advocates and supported to enlist their help.

Risk assessments are a central focus and we conduct these by looking at current and historical risk/protective factors. The risk assessment is always central to the continuation of assessments and decisions regarding the efficacy of continuing assessments are a shared professional and multi-agency responsibility. Overall decisions in matters of child protection and safeguarding are always the responsibility of the relevant local authority with recommendations from the Granary Families.

Clear liaison between Granary Families and the local Authority will take place to ensure a smooth transition is in place for the families returning to the community at the end of their residential assessment.

However, it is vital that parents have sufficient time to absorb and understand the concerns of professionals and to begin to make the changes necessary to provide good enough care. With very young parents or parents with learning difficulties this can often take a little longer.

A midway review is agreed at the commencement of the assessment and this will include key questions as to the direction and efficacy of the assessment for the child.

Each assessment is specifically geared to the needs of each situation and the time available and changes made to the assessment are also part of the review process.

Towards the end of an assessment a meeting of professionals is held to consider the recommendations following from the assessment. A decision can be made to seek alternative care for a child/ren where the assessment has been negative.

At Granary Families we use the Parenting Assessment Manual (PAMS) to assess the capacity of families with learning difficulties. Written by Dr Sue McGaw, PAMS is an assessment resource specifically designed to assess parenting skills and the mother's ability to meet the child's developing needs. Assessments are based on parental knowledge using the McGaw cartoons, observation and a workbook that each parent completes so that gaps in parenting knowledge and life skills can be identified. Both the professional and mother's perception of the family's needs are considered. The assessment incorporates observations, questionnaires (written and visual aids) and structured interviews as well as apparent history.

Parenting ability is a unique, individual process based on the experience and resources of the parent. Therefore, no single assessment technique is adopted; an eclectic use of available theories will enhance the assessment evaluation.

Observations of family relationships play a key part in informing the child's developmental needs and quality of the attachment relationship between the family and the child. Child observations have a basis in the psychodynamic approach and understanding of the internal world of the child.

Sessions include the use of a time limited, task focussed approach to discuss the parents' individual needs and identifies future support to enhance parenting of the child to enable them to develop and meet their full potential.

Assessments depend on the parent's willingness to recognise the concerns and their motivation to change their current circumstances. The Centre adopts an empowering approach to enable families to express their wishes and feelings for the future of their family.

Programme of Assessment

Weekly programmes are tailored and drawn up individually for each family as they join us. Families are involved in formulating their own weekly programmes and are asked to identify what they consider to be areas of strength as well as areas in need of support.

For example our weekly Attachment workshops are offered by a qualified coach and provides parents with an understanding of the attachment theory and the importance of forming a healthy secure attachment with their baby. Parents have a safe space to explore their parenting styles and implement healthy traits to aid the secure attachment.

Having an understanding of the attachment theory allows parents to reflect on their childhood traumas and gain an understanding of why they may parent in a certain way. The sessions are developed to empower parents by providing them with the knowledge, confidence, tools and skills to ensure they become a secure base for their child and healthily parent.

Our team offers advice, key work sessions and practical help to the family through role modelling, using pictorial routines, by repetition and constantly checking by requesting verbal feedback as to parents, understanding of staff advice, guidance and concerns.

The aim is to develop knowledge and skills around a range of practical and conceptual issues essential to offering 'good enough' parenting.

Areas covered in Assessment (not exhaustive)

- Attachment and Bonding/Emotional Warmth
- Behaviour Management/Setting Boundaries
- A knowledge of Child Development
- Basic Care
- Safety
- Health and Hygiene
- Domestic Violence
- Substance abuse

Direct Work with Families

We work positively with parents to address their particular problems in line with the Letter of Instruction, while also undertaking an assessment of their ability to put their children's needs first and to parent safely.

Looking at the Child's Needs

- Emotional, physical and developmental needs
- Play and stimulation
- Routines
- Handling
- Nutrition and weaning
- Childhood illness
- Challenging behaviour
- Safety
- Basic hygiene
- Sterilising and making up feeds
- Boundary setting
- Speech and language development
- Making up formulas for babies
- Bottle feeding a baby
- Spoon feeding a baby
- General baby care development and stimulation
- Bathing a baby
- Changing nappies
- Child protection
- Recognising a sick baby

- Common breastfeeding concerns
- Common health problems for new families

Looking at the Parent's Needs as a Parent:

- Budgeting
- Coping with challenging behaviour
- Keeping children safe
- Forming a relationship with their child
- Responding to the needs of their child
- How past events impact on the present and make the need for change a difficulty
- Building a child's self-esteem and confidence Roles and responsibilities of being a parent Shared care
- Coping with parental stress
- Shared routines
- Why babies cry
- Role models
- Family work: Building a family Unit
- Relationship work
- Taking "time-out" in a safe and planned manner.

Looking at the Parent's Individual Needs:

Programmes are undertaken individually and with couples before they are brought together to identify strengths, protective factors and areas of continuing concern.

Areas of work include:

- Protection and awareness
- Anger management
- Domestic abuse

- Loss and bereavement
- Self-esteem and confidence building
- Relationship/mediation work
- Alcohol/Substance misuse.
- Random drug testing can be completed.

All of our assessments are carried out under a written Letter of Instruction if the case is in family proceedings.

In addition, parents receive weekly updates and during keywork session are able to give feedback. Support workers highlight both positives and areas of concern that need to be addressed using Signs of Safety. Parents are able to make comments on the feedback and are encouraged to talk to staff about their own areas of concern.

Halfway through assessments a midway report will be produced and submitted to the local authority in line with their Letter of Instruction. The final report will be submitted to the Local Authority two weeks following the end of the parents' assessment. Midway and final reports are not given to families by Granary. Families will receive their midway and final reports from their solicitor who should go through it with them.

Granary Families' social workers will only start the parenting assessment/PAMS assessment once a Letter of Instruction and Court Bundle has been received.

Timetable for Parenting Capacity Assessments

Timescale	Work Undertaken
Family joins assessment	Observations and evidence gathering around basic care
³ Bundle and Letter of Instruction received from Local Authority	Assessing social worker commences Life Journey work to inform midway and final assessment/PAMS work commences
Five weeks from receipt of Bundle and Letter of Instruction	Midway Professionals Meeting held with Granary Families and Local Authority

³ No assessment work will commence until Bundle and Letter of Instruction is received from the local authority

Six weeks from receiving Bundle and Letter of Instruction	Midway Report filed
12 weeks from start of assessment work	Parenting Capacity Assessment is complete
14 weeks from start of assessment work	Two weeks required for assessing social worker to produce the Final Parenting Capacity Report

Assessment Expectations

Granary Families ensures it provides families with a clear expectation of what a parenting capacity assessment will entail. During the referral process the Residents Guide is provided for families which outlines the expectations.

In addition, our assessment expectations are discussed in the placement meeting where another Residents Guide is provided. It is also included in the Care Plan and Working Together Agreement and placed on the notice board in the family's bedroom. Assessment expectations are discussed in keywork sessions in order to give the family an indication of their progress throughout assessment.

Below is example of our Assessment Expectations:

WHAT WE HOPE TO SEE DURING YOUR ASSESSMENT	
First 4 weeks	
You will initially be provided with advice, prompts and guidance in all aspects of care for your child.	
After 4 weeks	
We would expect prompts, and guidance to reduce for the areas already covered, to allow your support workers and assessing social worker to see if you are able to take on board the learning and implement it yourself without reminding. Support staff will only step in when required to do so to safeguard your child and will record this as "required to step in to safeguard your child".	
During weeks 4 to 10	

Advice, guidance, and prompts will continue to be given for new areas of parenting as they occur, but in each case once the advice, guidance and prompts have been given for four weeks they will then stop, and support staff will only step in to safeguard your child.

Final 2 weeks

For the final two weeks of your assessment period, it would be our expectation that you are parenting without our support, advice, prompts and guidance.

We look forward to supporting you and your child.

Referral Process

Consultation and Referral

Granary Families welcomes initial enquiries and referrals to the Centre by telephone, in person or by email. At the point that a placement enquiry is made, the Registered Manager will endeavour to obtain the following information from the person making the enquiry.

- The referrer's name, agency and contact details including email and telephone number
- Details of the family and baby
- Reason for the referral
- Who made the decision and when it was made
- Whether or not the child/ren are subject to care proceedings
- Likely timescales that the placement is required
- Who holds parental responsibility for the Child(ren). An Admission Form can also be downloaded from our website at www.granarycare.com.

Placement Request and Referral

Where a decision has been made that a parent and baby placement is required, the Registered Manager will request and arrange a Pre-placement Meeting with the social worker. In formalising this request, the social worker will be asked to provide the following information:

- Details about the parent(s)

- Date by which the placement is required and the likely length of time for which the placement is required
- If any contact will occur during the assessment
- Any risks associated with the assessment

Levels of Monitoring and Supervision

Granary Families will protect children who come to reside at the centre with their parents for the purpose of completing a parenting assessment at the request of a placing authority (local authority, self, parent, courts etc). Under the terms of this safety plan children will be referred to those aged 0-5 years.

Granary Families believe that children, whilst in residence at the centre, can be exposed to different types of abuse and harm (sexual, emotional, physical,) from anyone including their parents, other residents, visitors and staff.

Safeguarding Principals

Safeguarding babies and children from harm and abuse is a core essential of Granary Families service provisions. Therefore, Granary Families are committed to ensuring that any child who resides at Granary Families receives a high level of supervision and monitoring at all times.

Granary offers different levels of monitoring and supervision to families depending on their needs and the possible risk posed to themselves, child, families or staff. At the referral stage, the Safety Plan – Monitoring and Supervision Policy will be sent to the referring authority.

At the Placement Meeting a Supervision and Monitoring Agreement detailing the level of supervision the family is to receive will be given to the family. The referring authority and Granary Families will also be required to sign the agreement and a copy sent to the local authority. Should the level of supervision and monitoring change at any time during the placement, the Working Together Agreement will be amended and submitted to the referring authority.

Standard Level Support

A standard parenting assessment is provided to families who do not require a higher level of supervision. Granary Families will ensure parents receive two face to face or real time CCTV observations per day on the early and late shifts and one during the night. Families are required to inform staff of all basic care tasks so they can be recorded and forms part of the assessment. Families on standard level support also receive 10 hours per week of 1:1 support.

High Level Support (24 Hour 1:1)

The term “24 hour 1:1 support worker available to supervise family (during basic care tasks) and includes an additional waking night support worker” will encompass:

- A support worker will be available 24 hours per day to observe and/or monitor all basic care tasks undertaken with your child. This may mean in person or via real time CCTV and includes throughout the night.
- Staff will observe basic care tasks including, but is not limited to making bottles, sterilising bottles, feeding, changing nappies, top and tailing, bathing.
- High support means staff observing some but all not all interaction with your child such as play and stimulation, emotional warmth, settling and soothing.
- When in communal areas families may be observed by staff in person or via real time CCTV.
- Babies are not permitted to be placed in the parent’s bed and must be visible on CCTV at all times. Families are expected to place babies safely back in their cot when asleep so they can be monitored and not to fall asleep holding or settling their baby. This includes families closing their eyes.
- The number of hours for high support may differ, but the support will be the same for the hours agreed by the referring authority.
- Families are expected to alert a member of staff to all basic care tasks so they can be observed in person or via CCTV.
- 24 Hour 1:1 support does not mean a support worker will be present with the family at all times. However, if this is required it can be provided at an additional cost to the local authority.
- Observations may take place via real time CCTV which will entails families informing staff that a basic care task is being carried out. The support worker will ensure they watch the family carry out the basic care task and inform the family when they have finished their observation.
- A CCTV rota will be completed by staff every hour over a 24 hour period whereby staff rotate the responsibility of monitoring the CCTV for one hour periods.
- Management will review elements of, but not all, CCTV the following day to identify any safeguarding concerns
- Families on 24 hour 1:1 support will be accompanied in the community at all times with their babies and are not permitted to leave the centre unaccompanied.

Advanced Level Support (Increased Higher Level)

Granary Families acknowledges that should an increased level of support (more than 24 hour 1:1 support) is required, it will encompass:

- A support worker being present with the family at all times during the day and at night being monitored by CCTV, except when the baby awakes and requires attending to; then a support worker will enter the room to be present.
- A support worker will be present during basic care tasks that include, but is not limited to making bottles, sterilising bottles, feeding, changing nappies, top and tailing and bathing.
- Staff will be present during all interaction with your child such as play and stimulation, emotional warmth, settling and soothing.
- When in communal areas a support worker will be present.
- Babies are not permitted to be placed in the parents bed and must be visible in their cot via CCTV when asleep. Families are expected to place babies safely back in their cot when asleep so they can be monitored and not to fall asleep holding or settling their baby. This includes families closing their eyes and support staff will insist this is carried through.
- Due to the nature of such, additional resources will be required in such circumstances and will incur additional financial cost.
- In all circumstances the additional financial cost will be discussed with the placing authority either at the referral and acceptance of the placement stage and a signed mutual agreement must be enacted before the start of the placement or during the assessment should this be required.

Pre-Placement Considerations

Our pre-assessment give consideration to the family's needs and the child's needs; especially regarding the following key areas:

- The information received on the referral information form
- Any risk factors identified and how these will be managed
- Risk in relation of family providing safe care for self and baby
- The impact of Granary Families staff caring for the baby
- If the parent refuses to cooperate or take advice regarding providing care of the baby

- If the family's behaviour is deemed to be providing inadequate care for the baby e.g. neglect
- If Granary Families staff reports that family is spending long absences away from the home and their whereabouts are constantly unknown
- Any specialist therapeutic or specialist requirements for the assessment and arrangement timescales
- Contact arrangements for the partner or family members if necessary (risk assessment will be completed) and if they are to participate in the assessment or caring for baby
- Any medication that family is taking

Once a potential assessment has been agreed, the Registered Manager will liaise with the referring social worker to make arrangements for the admission to the centre.

The pre-placement consideration will include reviewing any placement risks and strategies to manage identified risk. We will also discuss the expectations regarding the birth of the child if necessary, as extra staff resources need to be in place to ensure the smooth running of the Centre.

It will be identified whether the purchasing of any equipment of baby items are deemed necessary. Where possible these requirements will be minuted⁴ and the Agreement⁴ is signed at the onset of the placement.

Room expectation and arrangements for example, double, single or master room required with sink/alarm and if a small fridge is required. It is our expectation that the parents and baby will be together, except otherwise requested by Local authority, or.

Where the proposed placement is expected to last more than six months or as holding placement, it must be reviewed, and terms and conditions renegotiated and will be renewed for a further six months only.

If the proposed placement is a private arrangement, the Manager must obtain the approval of the Director and a written agreement will be drawn up with the responsible person setting out the precise terms and conditions between the responsible adult and Granary Families.

If a placement breaks down for any reason, apart from acts of nature, Granary Families will expect the placing Local authority to honour the full financial terms of the signed agreement.

⁴ Local Authority Contract – Agreement for Mother and Baby services between Granary and the Local Authority

Wherever possible Granary Families will expect and arrange an introductory visit to the centre, with the expectant family and child's social worker or solicitor.

Placement Planning

The purpose of our first Pre-Placement Meeting is to finalise the Placement arrangements and for Granary to create a Placement Record. This involves a discussion with the parent about their and their baby's presenting needs and requirements in order for Granary Families to start making the necessary preparations e.g. the parent's religious persuasion and expectations, cultural and linguistic background and racial origin, as well as the education needs and how these are expected to be met in the placement. We also discuss any needed arrangements for registering the parents and baby with local health professionals, GP, dentist, opticians and colleges if required.

The expected duration of the placement and what needs to take place for the ending of the placement, including arrangements for Granary Families to continue working with the family once back out in the community if needed.

Where the parent is under 18 years and subject to a full Care Order or Section 20 Children Act 1989 agreement, a copy of the agreement must be seen and kept by Granary Families.

The family must sign an obligation to comply with the terms of Granary Families.

The meeting provides an opportunity to clarify any expected court timescales and completion of any assessment and review meetings, and any behaviour management issues.

Except in emergency placements, the Placement Planning Meeting should be held at the latest within five working days of the placement starting.

The Registered Manager ensures that notification is sent to the finance section to request payment from the local authority once a placement commences.

Support and Monitoring of Placements

Granary Families expects the social worker or a representative responsible for the placement to visit the placement and attend meetings as requested.

The parents and baby receive dedicated support and supervision from their key worker and therapeutic interaction as agreed in the placement planning meeting. Where there are concerns in relation to the placement and additional support or resources are identified by Granary Families, a discussion with the Local Authority should take place to ensure that the additional resources are acquired as soon as possible.

Granary Families staff will receive supervision every four-six weeks (following probation) from a line manager who has the necessary experience and qualification. Staff has access to specialist knowledge, including appropriate professionals with expertise in parent-child relationship, interaction, attachment and child development.

Termination of Placements

Families sign a Working Together Agreement in the hope of all parties working together to achieve a positive outcome. Should families breach their Working Together Agreement, a warning letter can be issued. Up to three warning letters can be issued to families and professional meetings called to discuss concerns before serving families a letter of termination.

Where possible, departures from Granary Families are planned and agreed in advance with the family concerned and any relevant professionals. However, in exceptional circumstances a placement may end abruptly. Whether the local authority or Granary Families terminates a placement, a termination fee is incurred and payable by the local authority of seven days. The referring authority will be charged the daily rate should any belongings of the outgoing family remain in the centre. Granary is unable to store any belongings and will seek to dispose of belongings if not collected within the termination period.

The termination of a placement would take place in the following circumstances:

- Non-accidental injury to a child.
- Where the behaviour or level of care offered by a parent puts the child at serious risk of neglect or injury.
- If a sole carer became unwell and had to be admitted to hospital on a long-term basis.
- The local authority has failed to disclose vital information in its referring papers about a family which when discovered could impact on the safety of families and/or staff.

The termination of a placement would be considered, and an emergency meeting called in the following circumstances:

- Where there has been an act of violence that has caused injury to any other person in the Centre.
- If a parent is found to be in the possession of illegal drugs.
- If a parent who has previously undergone a rehabilitation programme with regard to a substance addiction is found to be under the influence of such.
- Where the parent shows a lack of commitment to the placement resulting in noncompliance and disruption at the placement.
- Where a parent's own needs are too high to be met within the confines of

Granary Families and interfere in their direct parenting and care given to their child i.e. mental health.

- Where the parent fails to return to the centre at an agreed time leaving their child with staff, see unauthorised absence, such actions will be viewed as abandonment of child and alternative care arrangements for the child will need to be sought.
- When the placement ends, the Manager will update our electronic records and notify the finance section so that payment requests to the local authority or responsible person will cease.

Granary Families expects that all placements are planned, and consideration is given to whether after care follow-up community visits are required at the end of the assessment.

The placement can be terminated by the local authority/placement authority. If the placement is terminated by the local authority and the family leaves on the same day, seven days' notice is still required and payable by the local authority.

When families leave Granary, they are required to take all their belongings on the final day in order for their room to be cleaned and made ready for the next family. If the belongings of families remain at Granary the local authority will be charged the daily rate as there is no provision to store their belongings. Families will be contacted and any belongings not collected within 48 hours will be disposed of.

Note: Daily rate for termination is based on level of support family were currently receiving when placement was terminated. For example, if family also on 1:1, this charge would be added to the seven-day placement fee.

Assessment Types

Granary Families has a team of professionals able to conduct residential or community court-directed assessments. Whether assessments start in the community and end in residential or residential and ends in community, Granary Families are able to meet the needs of its clients.

Residential Assessments

Granary Families welcomes residential referrals from all agencies, particularly where there is potential for family breakdown, due to the risk of significant harm to the child/children. We always consider new admissions in relation to the existing Service Users who are resident. Our service provides residential and non-residential assessment for families with behaviour or lifestyle concerns, which present particular risks to children and include:

- The adult behavioural consequences of all forms of child abuse
- Previous concerns associated with drug and alcohol misuse.
- Substance misuse combined with other psychiatric disorders for those families

who are currently receiving ongoing professional advice, support or medical treatment to monitor their mental health.

- Inability to separate from abusive relationships with partners or other family members.
- Young care leavers or teenage parents under 16 experiencing parenting for the first time.
- Teenage expectant families can be admitted prior to their expected confinement date.
- Families with some degree of learning disability which may affect their ability to parent safely.

Referrals are not accepted from families who are classified as Risk to Children Offender (previously known as Schedule One Offenders).

The Centre:

- Provides a therapeutic intervention, which are independent of the referring agencies specialising in supporting families to achieve competent parenting skills to satisfactory and acceptable standards, which meets the requirements of the referring professionals.
- Supports and work with families to recognise and accept their responsibilities as parents and assist them in developing and recognising the importance of positive attachment with their children and parenting.
- Provides and assists families where necessary to create a nurturing and safe family environment with professional supervision, support and monitoring where and when necessary.
- Undertakes and provides detailed written holistic evidence-based assessments using the parenting model for professionals as and when required and within required timescales.
- Enables babies to live safely with their families, whilst their care is assessed and developed.
- Provides facilities and support for families to develop independent living skills.
- Where necessary seeks to create positive and acceptable parenting skills by exploring underlying issues affecting the mother's capacity to parent using various therapeutic services.
- Provides individual, evidence-based assessments that enable properly informed decisions to be made about whether or not it would be in the child's best interest to remain in the permanent care of their parents.
- Provides 24 hours monitoring and support, including caring for the baby if the parent/s is unable to do so for any reason. Works in partnership with families, social workers and other agencies in a nondiscriminatory manner.

- Operates within agreements which are sensitive, fair and objective.
- Undertakes and produces written assessments for the court that are evidence based, anti-oppressive and respectful, while recognising the individual's unique identity and circumstances, irrespective of ability, age, class, gender, racial origin, religion or sexual orientation.
- Creates and applies an agreed programme that meets the identified and specific needs of the family and baby.
- Continually assesses and makes appropriate changes to each individual programme and placement plan to best meet the needs of the family and baby.

Regularly meets with the family to update them and give them feedback on their progress during their assessment, also which is sent to the Local Authority and courts to update them on the family's progress.

- Identifies and maintains community links with local external agencies to support the parent/s and baby.
- Keeps the needs wishes and feelings of the family and baby at the centre of our services.

All residents self-cater and are expected to provide for all their own physical needs and those of their child(ren). Parents will also be expected to carry out the full range of domestic activities in partnership with the centre team.

Utility expenses are not charged.

Safety of residents, visitors and staff at Granary Families is of paramount importance and parents are supported in familiarising themselves with the home safety advice and signage in the centre.

Prescribed medication is stored and administered as set out in health and safety guidelines. All medication should be declared to staff and is kept in the lockable cupboard in the staff office and issued on request or in a family's room depending on the type of medication. Staff document all medication taken by a resident.

Consent to staff administering first aid, prescribed or non-prescribed medication to children in the absence of the parents is obtained on admission.

Recommended visiting times for extended family and friends are between 09:00 – 19:00 every day, but in special circumstances and with prior negotiation with staff, alternative arrangements will be considered.

Local Authorities and referred families from neighbouring or local boroughs will be required to decide if they wish to use local services during the initial assessment. Granary Families has formed links with local agencies such as:

- GP practice
- Health visitors
- Drug and alcohol treatment centres
- Domestic Abuse counsellors
- Sexual health centres
- Baby Groups
- Children's Centre
- Training and Vocational Colleges
- Adult learning centres
- Places of worship and faith leaders
- Leisure Centre

Placement Endings

After Granary submits the final parenting assessment to the local authority, Granary Families will allow up to two weeks for the respective local authority to make the final preparation for the family to leave Granary. Any request for an extension must be submitted in writing within the first seven days of the two weeks. This allows Granary to adequately assist the local authority by preparing the family for leaving.

Granary acknowledges that not all parenting assessments end in a positive outcome. In those circumstances where the decision is made by the local authority/courts that separation of the child from the parent/s is in the best interest of the child, Granary Families require the local authority to make preparation and inform the parents that they cannot remain at Granary Families after the child has left. Granary Families must keep and have due diligence for the remaining families' safety, emotional and psychological wellbeing at such times.

Community Assessments

Using community assessments can be beneficial to the parent/s, child and referring agencies. It can reduce the level of disruption to a child and may possibly remove the need of extending an assessment if a follow up assessment in the community is recognised in the initial residential stage. Recent government research as well as the varying needs of families and referring agencies has also identified the growing need for community assessments.

Our dedicated team can conduct community programmes with the child in the home elsewhere if the child has been placed in alternative care. Additional benefits of community-based assessments include minimising the travel for the child as well as utilising and assessing the family's engagement with their local community services.

Feasibility Assessments

Full parenting assessments are provided for both residential or community assessments the parent should be reunited with the child for purposes of further assessment or to consider if an assessment should run for the usual 12 week period. Assessments are structured in accordance with our Letter of Instruction and the individual needs of the families and can be undertaken on a community or residential basis.

A Feasibility assessment may be conducted to determine the likely outcome for a longer assessment and to help prevent harm caused to a child through a failed or prolonged assessment.

Where a separation has occurred, Granary Families will work with other professionals to examine the benefit to the child of being reunited with the parent/s for the purposes of an assessment in a phased manner and in order to allow decisions to be made before we attempt to reunite parent/s and baby.

The individual needs of each family and their supporting services is included in the assessment as well as consideration to the potential disruption of the child

We offer flexibility to our referring agencies and include:

- Start of assessment in residential and completing assessment in the community A period in residential due to concerns that remain following community-based assessment
- Community assessment combined with overnight stay or extended contact sessions in residential

Parent and Child Foster Placements

Granary Families are equipped to undertake assessments within a foster placement where parent and baby reside. We work closely with foster carers and are able to provide them with the necessary training required to monitor targets and recording procedures. We can also offer foster carers advice and provide them with supervision throughout the placement.

Advice, Guidance and Counselling Provided

The team based at Granary Families offer advice and practical support on all aspects of parenting and child development. We support families in developing their strengths and areas for improvement in parenting their babies and use behaviour modification techniques, role-play, modelling and discussion with families on their views of their own parenting skills.

In addition to this individual social work and therapy sessions can take place in order to discuss significant personal issues facing the families such as a previous history of abuse, alcohol, drug problems, self-esteem building and violent relationships. We are also able to explore the family's perception of parenting and their own experiences of being parented as a child.

The team also liaise with key professionals in accessing other services to complement the parenting ability of the family.

Professional Supervision

Continuing Professional Development is provided for all staff who have regular supervision provided by the centre's Practice Improvement Consultant, Registered Manager and Service Manager. This supervision is recorded and kept safely in each employee's file located on Bright HR. Staff also receive Group Supervision monthly during team meetings and keyworkers receive Group Keyworker Supervision on a Monday during Keyworker Huddle meetings.

Supervision monitors family progress discusses training needs, monitors workload management and personal issues for staff. The staff team also receives monthly group clinical supervision facilitated by a qualified clinician.

Appraisals take place annually and the Registered Manager regularly supports the Deputy Manager.

Therapeutic techniques - Counselling and Psychotherapy

Counselling and other emotional therapeutic interventions can be provided for families where there is evidence of emotional trauma or other difficulty in emotional functioning affecting their capacity to parent.

Parent/baby brief psychotherapy can be provided where there is evidence of emotional trauma affecting their relationship.

Monitoring progress

All therapeutic intervention is monitored by the Independent Social Worker. Any changes or developments in intervention is discussed and implemented during the period of intervention if necessary.

Assessment Services

Granary Families provides a range of comprehensive assessments undertaken by experienced social workers with a specialism in court-work or child protection, as we envisage the majority of cases will centre on safeguarding. Our team of professionals from other disciplines can also offer tailored assessments, which include different formats and procedures than those traditionally used by social workers. By using this approach, we are able to provide a wide range of assessments spanning several disciplines in order to meet the requirements of our clients. Our team are equipped to work closely with external organisations who have been appointed to the family.

Safeguarding Placement

Granary Families can provide short-term Safeguarding placements. The placements are initially for seven days and are available whilst the decision-making process is being conducted and prior to assessment. Safeguarding placements can also be adopted once an assessment has been completed and prior to the identification of long-term accommodation or as a separate placement.

Safeguarding placements can be extended past seven days if required. If an assessment is required following a Safeguarding placement an additional fee will be charged according to the assessment selected.

Any information collated during the Safeguarding Placement will be used to inform the future assessment.

Young Families and Care Leavers

In 2012 studies showed that in the UK 19.7 births per 1,000 were by teenage families aged 15-19 years old; far higher than the EU average of only 12.6 births per 1,000. The UK birth rate among women aged 15-19 was higher than the average across the whole of the 28 countries in the European Union.

A significant minority of those young families were either in care, looked after or care leavers. Reports show that teenage pregnancy is often a cause and a consequence of social exclusion and the risk of being a young mother is prevalent for those growing up in poverty and disadvantage or for those with poor educational achievement.

It is recognised that a percentage of these young families are diagnosed with learning disabilities or borderline or low average abilities. Detailed cognitive assessments will also form part of assessment process if it has not been clarified prior to the mother joining the centre.

Teenage parents tend to have poor antenatal health, lower birth weight babies and higher infant mortality rates. Their own health and their children's is worse than average. Teenage families' poor backgrounds contribute to these effects; having a baby makes them worse.

Many young parents may have been neglected as children and are separated or estranged from their parents, also some of the birth families of the parents are themselves likely to cause further concern rather than offer support.

In such circumstances it is not difficult to see why so many young parents are viewed with concern; their lack of appropriate support and role models, their young age and probable history of problems in their own childhood, coupled with their lifestyles and the normal adolescent problems, make the difficult job of parenting even more difficult.

As a result young families, particularly those looked after or leaving care, start their parenting journey disadvantaged which can pass on to their children and may only be able to achieve their goals of good parenting if offered and accept significant help from professionals engaged in providing services for children in need.

Our Young Mother/Care Leaver assessments are tailored to reflect the young age and vulnerability of the families who are often children in need themselves. Families will be appointed a case mentor who will work closely with them and who they can share concerns with. The wellbeing of the young mother will be in line with good practice as outlined in the areas covered within LAC reviews.

Cognitive Difficulties and Learning Needs

Granary Families is committed to helping and supporting families with cognitive difficulties and learning needs, wherever possible, to ensure their children gain maximum opportunity to remain in their care. It is Granary's experience that parents with learning difficulties are far more likely than other parents to require extra assessment time and support in the majority of cases to demonstrate their abilities to meet the basic parenting skills required. It was found that there was great difficulty in understanding simple communication and parenting instructions. This then had a great impact on the staff and assessing social workers' ability to identify at an early stage what support and training parent/s would require and benefit from to offer satisfactory parenting and the benefits to the child.

To this end Granary bases its assessment and management of this client group by using only skilled and experienced ParentAssess trained social workers. Also the use of the Welfare checklist, the framework for assessment and other children in need/protection assessment protocols are used and we conduct early and specific psychological and cognitive testing in order to gain the best view we can of what the complications are and how best to assess and assist the family.

Equally our allocated key worker and support workers uses the basics of the ParentAssess Framework in working with these families. Additionally key communications with resident families with identified learning and cognitive challenges are based on an adapted and tested traffic light system to ensure families can understand and adopt good parenting skills based on their level of understanding.

The following principles will be adapted by Granary:

- Communication passports will be created for all known families with a diagnosis of

cognitive or learning challenges.

- Allow breaks every 30 minutes at least, support with all lengthy and complex written documents.
- Speak slowly avoid jargon and ambiguous words (metaphors or figure of speech etc)
- Ask questions containing one idea at a time, e.g. instead of where were you and at what time, ask 'where were you', await a response, then ask 'at what time'.
- Have someone the resident with all written material and check that they have understood the information.
- Follow a logical and chronological order, and signpost when the subject is about to change.
- Ask if the resident understood what has been said, and to explain what has been asked to check this understanding.
- Be alert to miscommunication - individuals with cognitive difficulties often pretend they have understood, when they have not. Signs that this may be the case include a puzzled look, averted gaze, tired look, long pauses, downcast eyes, knitted eyebrows and excessive fidgeting.
- Avoid questions that suggest an answer, as people with cognitive difficulties are likely to go along with this.
- Avoid 'tag' questions which make a statement then add a short question, for example 'you found it hard to resist, didn't you'? These are very difficult to understand for people with cognitive difficulties.
- People with cognitive difficulties are likely to struggle with assertiveness from authority figures, so avoid assertions in this context.
- 'Do you remember' questions involve complex processing that can be too demanding for people with cognitive difficulties and should be avoided
- When repeating a question, explain it is to check understanding and not because you believed the first answer to be wrong.

We recognise that the methodology used when assessing families with learning difficulties is appropriate and needs-led in respect of the family, as they will almost always require additional support.

Assessments are based on the Welfare checklist, the framework for assessment and other children in need/protection assessment protocols and conduct early and specific psychological and cognitive testing in order to gain the best view we can of what the complications are and how best to assess and assist the family.

Our assessment uncovers the difficulty of understanding, communication and parenting and identifies what support and training a parent would benefit from in order to offer satisfactory parenting and the benefit to the child.

Lone Parent Assessments

Granary Families accommodates families referred to us for full assessment following the separation of the child, who may be in foster care or with extended family until initial assessments are undertaken. In some cases, it may be appropriate for the child to be admitted to the Centre at a later date if the initial assessments of the family indicate a positive outcome.

We have identified this type of assessment as appropriate if the information for the initial assessments required can be gained through solely assessing the parent or using contact sessions at the Centre or where the child is located.

Psychological Assessments

Psychological Assessments may be necessary where a parent is suffering with mental health problems. In such cases we appoint practitioners with extensive mental health experience.

If we suspect a mother may have significant mental health problems, we are able to assess the likely impact on her parenting and provide assistance for her to get the appropriate medical help and if required provide expert psychiatric or psychological assessments.

Parents with Substance Misuse

At Granary our in-house Integrative Psychotherapist has over 20 years' experience of working with individuals with substance misuse and addiction.

We provide the opportunity for parents to work on these issues alongside their assessment. Specifically tailoring this work to help families recognise the impact on themselves and their families of their addiction.

The programme is also aimed at Cognitive Behavioural, Mindfulness and Solution Focused Therapy.

Programme at Granary Families

Supervision and Daily Routine

Resident privacy is respected but will be observed if care proceedings and an assessment is required.

If a family places their baby in physical danger or threatens to harm their baby Granary Families will take immediate steps to safeguard the baby and immediately notify the responsible person at the local authority.

Restraining of the parent is only used in extreme circumstances and as a last resort, where the life of the baby, or life of another resident or member of staff is deemed in immediate danger. In these instances, the police will be called, and the placing authority immediately notified. De-escalation skills e.g. talking, listening and reasoning are always employed in the first instance.

CCTV monitors are used in the home and are located in bedrooms and communal areas. Controlled access will be allowed to persons identified in the contact list or pre-agreed and arranged visits by staff and resident families. All visitors are required to sign in and out of the home at specified times and not later than 7.00pm. All other access is at the discretion of the Centre staff on duty and in agreement with the residents of the home at the time and will be restricted to partners/significant others, close relations and other children of the parent/s.

Granary Families staff are subject to DBS checks and receive and undertake Safeguarding Children training, conflict resolution training, health and safety training and first aid training and administration of medication.

Smoking, alcohol and illegal substances

Third-hand smoke

Granary Families is keen to ensure babies and children are kept safe from the effects of passive smoking such as 'third-hand smoke'. ⁵[NHS England](#) has issued guidance around the concerns of third-hand smoke and the impact on babies and children stating that it is "... sensible for smokers to consider the health of others and smoke away from other people, such as outside or in a specially designated room. These types of steps are especially important in households with children and babies".

According to the ⁶[Daily Telegraph 'Third-hand smoke'](#) is "as dangerous as cigarette fumes". The newspaper said that the 'third-hand smoke' that lingers on things such as

⁵ NHS England - Concern over 'third-hand smoke' - 9 February 2010

⁶ Daily Telegraph – Third hand smoke as dangerous as cigarette fumes – 9 February 2010

clothes and furnishings can be as dangerous to babies and children as the exposure to second-hand smoke.

With the above in mind, Granary have produced a number of steps which parents who smoke are required to follow throughout their parenting assessment

Parents who smoke (including E-Cigarettes) – procedures

1. When going outside to the designated smoking area parent to wear an outer garment
2. When returning inside following smoking, parent to remove outer garment
3. Parent to wash hands
4. Parent to clean teeth

Granary Families has a duty under the Health and Safety at Work etc. Act 1974 to ensure the health, safety and welfare of its employees and make similar provision for non-employees including residents and visitors who may be affected by the Centre's activities. Our smoking policy is designed to secure a healthy and safe working environment in compliance with the Health Act 2006. This is in the context that medical evidence continues to reinforce the link between inhalation of smoke both directly or by passive smoking and serious illness or the exacerbation of pre-existing health problems.

As a result, it has been agreed that the Centre's premises are completely no smoking areas.

- Granary Families prohibits smoking in all common and work areas of the accommodation.
- Smoking is restricted to a designated area at the back of the garden.
- Staff or other residents will not be permitted to purchase cigarettes or tobacco for other residents under the age of 18 years.
- All staff are to refrain from smoking in the presence of residents and visitors
- Anyone found to be smoking at work in contravention of this policy will be subject to disciplinary action in accordance with the Granary Families procedure
- Action may not be the first option. Centre Managers are required to reinforce the terms of this policy with the person concerned. If the person concerned continues to breach this policy, then appropriate action will be taken

Being under the influence of alcohol or drugs can seriously impair judgement and reactions leading to an increased risk of accidents and injuries occurring. The aim of

this policy is to ensure the safety of all residents, employees and visitors by having clear rules in place regarding the use and possession of alcohol and drugs, and to support those who have reported a problem with alcohol or drug dependence. Alcohol or illegal drugs are not permitted on the premises at Granary Families.

In the event of staff noticing alcohol or illegal drugs belonging to a resident, they would ask the parent to take the alcohol off the premises and dispose of it or offer to dispose of it themselves. Such an incident will lead to consideration of the need to terminate the placement. Our Refer to the 'Illegal Use of Your Accommodation' Policy clearly outlines our procedure regarding the use of illegal drugs in the accommodation.

It is the choice residents to consume alcohol while off the premises. However, they are not expected to return to the Centre intoxicated. In the event of a resident doing so, they would not be permitted onto the premises until they had achieved sobriety. Such an incident would lead to consideration of the need to terminate the family's placement.

In circumstances where it is established that a resident has used illegal drugs during the placement or a resident's presentation or behaviour lead staff to be concerned that a resident might be using illegal drugs, the need to terminate the family's placement would be considered. In order to verify the use of illegal substances, the resident would be required to undertake a drug urine test.

If a member of staff suspects any of the above it must be reported immediately to the Manager and to the relevant Local Authority Social Worker.

Leave and Absence

It is our expectation that all absence from the home by families and baby is notified to the Manager or staff member on shift. This is agreed in advance and documented in the case records. An estimated time of return is recorded.

Where a prolonged absence of more than 12 hours has occurred and the whereabouts and safety of the parent is known by the placement authority, it is expected the parent and baby will be visited at the leave address by the social work and the key worker from Granary Families, if requested by the local authority. Granary will consider this as an un-planned absence and will ascertain from the placement authority whether or not the placement should remain open. In all cases the fees for the placement period must be paid.

Accommodation, Provision and Policies

- Light, airy and spacious accommodation
- Granary Families is made up of two properties next to each other and plan to open the second centre in February 2022. There is an interconnecting door into the office next door. The back garden is shared between the two properties.
- 58 Vaughan Road houses four double bedrooms and 60 Vaughan Road houses three bedrooms
- All bedrooms have been equipped with a sink.
- Communal bathroom with bath, shower and toilet
- Television/visiting room for families and babies in the Centre at a given time
- Large kitchen diner where cupboard space is allocated to each bedroom and adequate space for preparation of meals
- Dining area next to the kitchen in 58 Vaughan Road
- Separate downstairs toilet (for staff only)
- Separate room for Contact sessions and can be booked for up to three-hour slots. Furnished with age specific furniture and toys or used as a meeting space for professional meetings.
- Outdoor enclosed play space
- Nursery provision to facilitate baby being cared for by Granary Families, apart from mother, as required
- Two interjoining offices for Granary employees
- Safe environment for children e.g. covers on electric sockets, fire alarms on both floors, entry system on each room, safety gates, temperature controls (18C), security devices, car seats, toys to support stimulation and assist growth and development
- It is the family's responsibility to routinely provide all the necessities for themselves and that of their baby.
- Granary Families always has emergency supply of nappies, powder, cream, milk and a limited amount of clothes

Fire Precautions

On orientation, all residents are given clear instruction on fire procedure and this is also displayed throughout the Centre including bedrooms. Fire alarms and emergency lighting are tested weekly and extinguishers, together with an engineer's check of alarms and lighting, are tested six-monthly. Staff receive six-monthly fire training. A fire evacuation drill is carried out each time a new family is admitted to the Centre.

Complaints Procedure

Granary Families is committed to promoting and putting all families and babies at the forefront to provide the best service delivery. However, we acknowledge that sometimes residents of purchases of our services may be unhappy when our services do not meet their expectations and may wish to complain. Granary Families welcomes feedback and complaints and will use these to continuously evaluate and update our service delivery.

Anyone that is receiving a service from Granary Families or is making a complaint on behalf of a person receiving our services can make a complaint to us. This can include the person who has made the referral for the placement or a legal guardian, such as someone with legal parental responsibility. You can also get someone to help you make your complaint.

Granary Families complaints procedure has three stages:

Stage one: where the matter can be sorted out with the unit staff

Stage two: an independent investigation/LADO investigation Stage

three: Independent panel review Hearing

Informal complaint

At this stage the complaint will be welcome verbally or in writing. We will try to resolve this as soon as it is received by contacting you and discussing the issue with you as soon as possible by being open, honest and transparent. Our aim is to resolve the matter at any stage. Please try to resolve the issue with the person responsible at the time the issue arises or the unit manager on duty at the time.

Stage 1

We endeavour to resolve all complaints at this stage. Please tell us what the issue is and what you would like Granary to do about it. Granary Families will write to you with a response within 10 working days. Granary will acknowledge your complaint within three working days from receiving it and aim to write to you with a full reply within the 10 working days. If the investigation is not completed within the 10 days we will write to letting you know.

Stage 2

If you are unsatisfied with the outcome of our stage one investigation, you can ask for your complaint to be reviewed. However, you must stipulate what you remain unsatisfied with and what else you would like Granary Families to consider. We will acknowledge your complaint within three working days and give you a full reply within 10 working days.

Stage 3

If you remain unhappy with the stage two response you can ask the Registered Manager to look at your complaint. The Manager will acknowledge your complaint within three working days and provide a full response in 10 working days.

Taking your complaint further

If you remain unhappy with the Director's response, you can contact the local Ombudsman at:

PO Box 4771
Coventry
CV4 0EH
Telephone 03000 061 0614 (Mon-Fri 8.30am to 5pm)

For children:
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT
Tel: 020 7783 8330
Email: info.request@childrenscommissioner.gsi.gov.uk

You have the right to contact Ofsted directly in order to raise concern or make a complaint. Post your complaint to:

The National Complaints Team
Ofsted National Business Unit
Piccadilly Gate
Store Street Manchester
M1 2WD
Tel 0300 123 4666 enquiries@ofsted.gov.uk

Other useful numbers:

Child Line
0800 1111

Family Lives
0808 800 2222

Voice Advocacy Service
0808 800 5792

Rules of Conduct

Granary Families is an intensive home where advice and guidance is provided 24 hours a day. Every family that is placed at the Centre has different needs with varying concerns about their parenting ability. Therefore, the following conditions are standard for all Service Users but each family has other conditions applying that are agreed at the Pre-Placement meeting and is signed by all parties on admission:

- Smoke free.
- No alcohol, solvents or unprescribed drugs are permitted on the premises at any time
- All music and any other noise should be kept to a minimum and if staff request that the noise level be lowered, the request must be complied with immediately.
- For health and safety reasons no chip pans or candles are permitted
- The conditions of residents' accommodation should be kept to a reasonable standard and any breakages will have to be contributed to
- There are no facilities for pets at the Centre, including fish
- Baby 'Prep' machines for making bottles are not permitted
- TVs are not permitted in bedrooms
- Threatening or aggressive behaviour will not be tolerated
- Violence or any other anti-social behaviour is not accepted
- Racist, sexist and other abusive language will not be tolerated
- Under no circumstances may a room be decorated
- Service users and staff have a right to have their privacy respected

Respecting the Privacy and Dignity of Residents

Granary Families believes everyone has the right to the privacy and dignity that all of us in society enjoy. We encourage residents to view the Centre as 'home' and we respect the individual's right to make informed choices about their lifestyle.

Surveillance at Granary is considered in the context of the Legal Framework as lawful fair and proportionate and is used for purposes that support the delivery of safe, effective, compassionate and high-quality care. Our use of CCTV is not a replacement for employing the correct ratio of staff on the premises at any given time.

The Data Protection Act 1998 requires that any surveillance must only be used in pursuit of one or more legitimate (reasonable, lawful and appropriate) purposes and be necessary, proportionate and fair to meet an identified and pressing need. It is also used for purposes that support the delivery of safe, effective, compassionate and high-quality care.

Granary gives consideration to Article 8 of The European Convention on Human Rights – Right to respect for private and family life. Everyone has the right to respect for his private and family life, his home and his correspondence.

CCTV is located at the entrance of the house, in the back garden and throughout the communal parts of the house. CCTV monitors visitors entering the house, their movements during their stay and when leaving the house. CCTV is also used as a tool for assessment and presented to court if needed. All residents are made aware of our monitoring policy and asked to sign an agreement giving permission for the use of CCTV.

The system shall be used in accordance with all relevant laws and guidelines, including the Data Protection Act 1988, the Human Rights Act 1998 and, if appropriate, the Regulation of Investigatory Powers Act 2000.

For some residents, however, the child protection risk may be so significant that constant monitoring is necessary to safeguard a child's life. In these extreme circumstances and with the agreement of the referring agency, we reserve the right to monitor the parent's behaviour in an intensive way through the use of CCTV. Should CCTV need to be used in the family's room we will ensure it is only be directed onto the child. The use of this supervision enables an assessment to take place that truly reflects the situation enabling a support framework to be quickly identified. Subsequent support systems such as audio monitors can be put into place with minimum delay. If this is the case families are fully informed of the process and the reasons for it. This enables families to make their own choices about their ability to accept this and work within it.

For other residents in the home, staff respect their right to privacy and dignity at all times unless we have reason to believe that the safety of a child is at risk.

All families at the home has access to written information about themselves and reports are shared and discussed. The staff at the homework in a non-discriminatory way at all times; both in direct work and in liaison with other professionals.

We aim to treat everyone as an individual, in an honest, respectful and empathetic manner. It is acknowledged that all Service Users have the right to privacy and are provided with lockable bedrooms. Rooms are only entered by staff with the resident's permission or when the safety of a child is in question.

Granary Families operates an open recording system and families are encouraged to read the daily recordings regularly and contribute to them, if they wish. While this information may be shared with the social worker and other appropriate agencies, it is also subject to the Data Protection Act 1998.

Violent or Abusive Behaviour and Acts of Racial or Sexual Harassment

Granary Families will not tolerate any violent or abusive behaviour or act of racial or sexual harassment.

We believe it is a basic human right to be treated with respect. Verbal abuse or threats, physical assault or deliberate destruction of property are unacceptable behaviour and will not be tolerated.

In the event of any violent or abusive behaviour, or any act of racial or sexual harassment, a decision will need to be made as to whether the police are informed. It is their decision whether a criminal offence has been committed and what further action needs to be taken. It may also be necessary for us to take into account people's immediate safety.

If a resident commits an act of violence or abuse:

- Their social worker will be informed, and an emergency safety planning meeting held to discuss the matter, including how it can be resolved.
- If the incident is not resolved, a decision will be made about appropriate consequences.
- Any violent or abusive behaviour could result in your placement being terminated and possible police action

If a resident commits an act of racial or sexual harassment:

- Offensive comments or behaviour to neighbours or others, including Granary Families staff will initially be discussed with your key worker, and with the management at Granary.
- Their social worker will be informed.

- If behaviour persists an emergency safety planning meeting will be called, which resident would be expected to attend.
- Persistent racial or sexual harassment may result in the placement being terminated and possible police action.

Unacceptable Behaviour from residents

If a resident is engaged in unacceptable behaviour, staff will ask to speak to the resident confidentially. In a polite and calm manner, they will ask the resident to stop the behaviour and explain why it is not acceptable.

Our staff will use their knowledge of the individual to attempt to calm them. This may take the form of time out, a walk with the resident out of the centre or even the offer of refreshments

If children are present, a member of staff will endeavour to remove them from the situation, offering a distraction in another room. Children will be returned to the care of the adult when staff are confident that the adult is behaving reasonably and that the children will not be at risk of harm.

If the behaviour is putting individuals or property at risk staff will immediately alert colleagues to the situation so that there are staff members on hand to offer support if required. Staff can also telephone the on-call Manager for support if the incident occurs out of office hours.

Where physical damage is clearly the result of a deliberate act and is of a serious nature, it may be that it is appropriate to involve the police and treat the incident as a criminal offence. Except in the most serious of cases, it would not normally be appropriate to consider police involvement on the first occasion of such damage.

Assaults against members of staff are viewed very seriously and residents should be aware that police involvement in such circumstances is almost certain. The police may not be involved where the assault is of a very minor nature or where it is apparent that there was no intention on the part of the resident to cause physical harm to the member of staff.

Staff members have the right to personally pursue police actions if they wish or pursue legal actions if assaulted or insulted in anyway.

Informing Management

Any serious incidents should be reported to the Registered Manager and the Deputy Manager. If they are off duty, they should be contacted at home.

Recording the Incident

Serious incidents are recorded and filed in family file in Dropbox giving date, description of incident, action taken, which was involved, injury or damage to property and any sanctions imposed. The report is then signed by the staff member present.

Copies of the report are also signed off by the Registered Manager and sent to the Social Worker to forward to all parties. The resident should request copies of any incident forms from their solicitors.

Follow Up Meeting

If the incident was of a serious nature, an emergency disruption/safety meeting will be called with the allocated Social Worker at the earliest opportunity. The Registered Manager or Deputy Manager should be in attendance along with the staff that were on duty or keyworker.

Every attempt should be made to find out why the behaviour occurred. Disapproval should be of the behaviour not the person. The response/behaviour of staff should be scrutinised as closely as that of the child. Confrontation and escalation should be avoided.

Bullying

Granary Families does not tolerate any type of bullying. We believe bullying can disrupt a child or young person's, social and educational achievement and that all types of bullying can be harmful to the way families develop and learn.

We view any type of bullying as unacceptable and think that everyone should have the right to live at Granary Families without the fear of being bullied. If bullying takes place at the Centre, residents are encouraged to report it knowing that we will deal with it quickly.

Occasionally an incident may be deemed to be bullying even if the behaviour has not been repeated or persistent – if it fulfils all other descriptions of bullying. This possibility should be considered, particularly in cases of sexual, sexist, racist or homophobic bullying and when children with disabilities are involved. If the victim might be in danger, then intervention is urgently required.

What is defined as bullying?

Bullying includes name-calling; taunting; mocking; making offensive comments; kicking; hitting; pushing; taking belongings; inappropriate touching; producing offensive graffiti; spreading hurtful and untruthful rumours; or always leaving someone out of groups. It is also bullying when a child or young person is pressured to act against their will by others.

Bullying can sometimes take the form of harassment. This is defined as unwanted conduct, which violates a person's dignity or creates an intimidating, hostile, degrading or humiliating environment.

'Cyberbullying', as it is often called, might take the form of 'real world' bullying being played out online. Situations may be deliberately engineered in order to photograph someone in a humiliating way and circulate this online. It can be particularly insidious, because of the potential to follow children wherever they are, including in the home.

If residents are found to be bullying other residents within the centre, it will be challenged and discussed with them by staff in a key work sessions and meetings in order to make them aware of what they are doing and how they should change their interaction so as not to be a bully. Staff will constantly monitor and assess the situation ensuring that it is always challenged whenever it happens. Staff meetings will be used to discuss strategies to deal with such situations by the staff team.

If a staff member is thought or found to be bullying the residents, then staff or other residents should bring it to the attention of a senior member of staff. Once the situation has been investigated and the alleged staff member has been given an opportunity to put their side of the story forward, management will make a decision as to whether any disciplinary action needs to be taken. Management will also decide whether they provide that staff member with more training and supervision in order for them to be more appropriate in their interaction with the residents.

If any staff member feels that they are being bullied by another member of staff then they should bring it to the attention of their Line Manager who will investigate the situation fully. Both members of staff will be given the opportunity to view their opinions in front of the Manager and a report will be made. Once the Manager has established that there is a problem of this nature then they will work with the staff member accused of bullying to encourage and help them use different tools of communication when interacting with staff so as not to be bullying.

A policy on the prevention and handling of bullying has been produced and will continue to be revised in a process that involves both parents/carers, child and staff.

Physical Restraint

Granary Families will only use physical restraint as a last resort when all options have been exhausted or where there is a real threat of a parent/carers or child harming themselves, other residents, staff or other people or a serious threat to property. These are the absolute minimum necessary measure of restraint and no more may be used.

If the behaviour of residents has got seriously out of control the police should be called. In extreme circumstances staff may need to consider restraining an adult while waiting for police to arrive, such intervention must only be made if the individual poses direct threat to another resident or member of staff. The restraint should be carried out

maintaining as much sensitivity and dignity for the individual as can be managed in the circumstances. Particular caution must be exercised where staff are restraining a person of the opposite sex. The Registered Manager should be informed of the restraint if possible.

No member of staff should attempt to restrain a parent/carer or child alone. A dialogue should be maintained however difficult this proves to be, to establish the parent/carer or child's wishes. All restraints must be recorded on Incident Forms. Both the family and members of staff should be given the opportunity to talk through the incident with the staff member or Manager once normality and peace has been resumed.

Safeguarding Vulnerable Groups

The Safeguarding Vulnerable Groups Act 2006 defines two groups of people within its scope:

- Children
- Vulnerable Adults

Vulnerable Adult

The Safeguarding Vulnerable Groups Act 2006 defines a vulnerable adult as;

- Those in residential accommodation provided in connection with care or nursing or in receipt of domiciliary care services
- Those receiving health care
- Those in lawful custody or under the supervision of a probation officer
- Those receiving a welfare service of a prescribed description or direct payments from a social services authority
- Those receiving services, or taking part in activities, aimed at people with disabilities or special needs because of their age or state of health
- Those who need assistance in the conduct of their affairs

Child

The Children Act 1989 defines a child as;

- Any person under the age of 18 years including those persons under the age of 18 that;
- Are living independently

- Is in further education
- Is a member of the armed forces
- Is in hospital
- Is in prison or a young offender's institution
- Any person aged 18, 19 or 20 who: has been looked after by a local authority at any time after attaining the age of 16, or has a learning disability

Safeguarding Children and Young People

Granary recognises that 'a child' is anyone under the age of 18. We are committed to safeguarding the welfare of all children and young people. In accordance to [Working Together to Safeguard Children 2015](#) and [What to do if you're worried a child is being abused 2015](#), we will take all reasonable steps to promote safe practices and to protect children from harm, abuse and exploitation.

We will:

- Conduct a risk assessment of all families when they join the center to ensure they are protected during our care and whilst living with the other residents.
- Implement our recruitment procedures for appointing staff, volunteers and helpers to ensure that reasonable steps are taken not to appoint a person who is unsuitable to work with children or who is disqualified from working with children.
- Ensure that all staff, volunteers and helpers in our centre are aware of their responsibility to protect children and young people. A child will be considered to be anyone under the age of 18.
- Promote the rights of a child to be listened to and to be taken seriously so that the child is able to express their views, thoughts and concerns.
- Ensure staff, volunteers and helpers are aware of and adhere to our code of conduct and child protection policy and procedures; a copy is provided in all introductory employee packs.
- Ensure all staff, volunteers and helpers understand the need to report child protection concerns about a child or a worker's conduct towards a child.
- Ensure staff, volunteers and helpers understand their responsibility to refer any child protection concerns to the Manager of Granary Families and the LA Social Worker of the client, in line with our child protection procedures.

- Ensure staff, volunteers and helpers are provided with support and the opportunities to develop their skills and knowledge in relation to child protection issues.

We are committed to safeguarding the welfare. We recognise that families referred to the centre may be children themselves and will make reference to [Working Together to Safeguard Children 2015](#) and [What to do if you're worried a child is being abused 2015](#) to ensure they are protected when residing in the centre with adult parents. All staff will be made aware at induction of their responsibility to protect children and young people. A child will be considered to be anyone under the age of 18.

Safeguarding Adults

At Granary Families safeguarding means protecting adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adults wellbeing is promoted, including where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.

The aims of adult safeguarding are to:

- Prevent harm and reduce the risk of abuse or neglect to adults with care and support needs
- Stop abuse or neglect wherever possible
- Safeguard adults in a way that supports them making choices and having control about how they want to live
- Promote an approach that concentrates on improving life for the adults concerned
- Raise public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
- Provide information and support in accessible ways to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult
- Address what has caused the abuse or neglect.

Registered Sex Offenders and Convicted Sexual Abusers

In order to safeguard families, Granary Families will not conduct parenting assessments with individuals who are Registered Sex Offenders or who has been convicted of sexual abuse against a child. Registered Sex Offenders are not permitted to visit any families at Granary Families. An individual convicted of sexual abuse may be permitted to visit a family at the centre following a full risk assessment by the referring authority. Whilst

on the premises the individual will be supervised by staff at all times and not left unattended with a child at any time. Advance notice will be required to visit asked to sign in and out of the centre.

Surveillance and Monitoring

Granary Families is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment

Granary Families regulates the management, operation and use surveillance including closed-circuit television (CCTV). We aim to create a positive environment for children to live and develop in and where staff interact positively with children and families. Granary Families ensures children's rights are respected first that the legislative framework and national minimum standards are followed.

Our staff are skilled and confident in finding the best ways to keep individual children safe.

Granary follows the guidelines published by the Home Office and the Information Commissioners Office (ICO) 2008 on the use of CCTV in public places.

Principles Granary Families follow:

- Families, children (if possible) and social workers are required to give written consent to the use of surveillance and are informed about how they can make a complaint about its use, if necessary.
- The use of surveillance meets the needs of the individual and can be justified at any time of its use.
- Staff only use monitoring devices for safeguarding the welfare of the resident or other residents in the centre and assessing or monitoring parenting capacity under regulation 13A. This is subject to any requirements for electronic monitoring imposed by the court. This monitoring must meet the requirements of the court order.
- The reasons and rationale for the use of surveillance is set out in the family's or child's care plan, based on an individual risk assessment and agreed with the placing authority's social worker. Parents, children (if possible) and social workers are involved in regular reviews about whether surveillance remains necessary.
- Surveillance will not be used as a default approach to monitoring
- The use of surveillance and monitoring devices is for the protection of the children only and not staff and plans include how enough staff will be available to continually monitor images and to take immediate action to safeguard children without reducing the quality of care provided in the centre.
- Images and information are be stored securely, for their stated purpose, and only for as long as necessary.
- Security arrangements for sharing footage, for example, when used as evidence in court hearings, should are included in this policy.
- CCTV monitoring screens are only be accessible to staff who need to see the images at the time and is located in the staff office where there is appropriate privacy.

- Recordings are stored in a secure place at the residential provision.
- Staff have regular updated training on handling information gathered by surveillance which includes:
- what to do when people ask for access to recordings
- how and when to share information
- what to do if there are complaints about surveillance
- what to do if children or parents withdraw their consent to surveillance

Surveillance methods

CCTV positions have been carefully located in bedrooms and communal areas to ensure they are appropriate and effective whilst minimising any collateral intrusion. The location of communal cameras are at the front door, hallway, communal lounge, kitchen, contact centre and landing. No CCTV is located in toilets or bathrooms.

Purpose of CCTV

The system is intended to provide and promote a safe secure environment for residents and staff and for those who work in or use the facilities of the centre; and to protect the centre buildings and resources. The system is intended to view and monitor activity in the immediate area of the centre only.

It shall be used for the purpose of:

- Increasing the personal safety of staff, residents and visitors and reduce the fear of crime.
- Evidencing safeguarding concerns which can be shared with referring authorities
- Protecting the buildings and their assets.
- Supporting the Police in a bid to deter and detect crime.
- Assisting in identifying, apprehending and prosecuting offenders.
- Assisting in managing the centre.

We will achieve this by:

- Providing evidential quality images of safeguarding concerns
- Providing evidential quality images of criminal incidents and suspects.
- Assisting the responsible authorities in the investigation of crime and disorder.

CCTV Monitoring

CCTV monitoring rota will be used by staff of high support and advanced support families. Support workers will be required to monitor CCTV for a period of 60 minutes throughout a 24 hour period. Completion of CCTV rota is to be signed off following each 60 minute monitoring session.

Granary Families operates CCTV monitoring surveillance of its premises including the bedrooms and communal parts and excludes bathrooms, for the purpose of safeguarding children only. Granary Families recognises and accepts that there are

times when parent(s) require intimate privacy. On receipt of a written request from the placing authority, CCTV can be turned off in the bedroom or at requested intervals. A baby monitor will remain on at all times to monitor the baby's safety and wellbeing in the cot. Baby monitors focus on the cot only and do not record images or sound.

Granary's CCTV recordings and equipment are restricted to use on the premises only and will only be shared with the placing authority, courts or Police for the purpose of safeguarding investigations or enquiries. Granary does not permit access to surveillance of CCTV recordings on any mobile phone or device. Images and information are stored securely on a hard drive (which is password protected) for their stated purpose. All residents will be informed of our CCTV policy prior to joining Granary and with the exception of an emergency placement, this policy will accompany all enquiries. In addition, all residents and placing authority representatives will be asked to sign a form to this effect at the Placement Agreement meeting.

As part of Granary Families' CCTV monitoring, staff will monitor the cameras on an hourly basis and must sign a CCTV rota to say they have done so and adhere to it. This will take place on a 24-hour basis. Granary staff will only intervene if they feel a child is at immediate risk of harm. The Service Manager regularly reviews the CCTV recordings on a daily basis, Monday to Friday and a shift leader at the weekends. The on-call duty manager will be immediately informed and travel to the centre should a safeguarding concern be raised.

All requests for CCTV recordings are to be made in writing to the Registered Manager or Service Manager.

The use of CCTV surveillance will be regularly reviewed in line with the centre's Risk Assessment which takes place on admission, two weeks, six weeks and 10 weeks and every four weeks thereafter or when deemed necessary.

The importance of the CCTV monitoring and uses will be a standard agenda item at each handover meetings, team meeting, supervision and group reflection session.

Baby monitors are included as a visual and listening device and are used to monitor the welfare of a baby as part of the parenting assessment and when adults are not present, for example when the baby is sleeping during the day. Baby monitors are located in each bedroom. The camera is positioned on the baby in the cot whilst the monitor is kept in the office where staff can see and hear movement.

Searches include those of bedrooms, personal spaces and persons by staff (with or without consent). Families are informed of regular room searches when joining the setting as part of their parenting capacity. In our supported living accommodation, we seek the families cooperation first, to provide them with an opportunity to hand over any dangerous or illegal items.

Our Room and Security Policy sets out the arrangements for carrying out searches

with or without a person's consent or presence. This should include how the search is recorded and who is notified of the search.

It may be appropriate for staff to carry out a search of a person's belongings or room if there is reasonable cause to believe that they have concealed weapons, illegal drugs, or other items that may place them or others at risk of injury.

Granary Families does not carry out intimate body searches.

Maintenance checks

- CCTV is checked once a week to ensure it is operational.
- Baby monitors are checked daily to ensure they are operational.
- Camera fixings will be checked to ensure safety and security during planned maintenance e.g. cleaning cameras.
- Repairs will be made to the system within two weeks if practical, dependent upon cost and CCTV review.

Camera images will be recorded and displayed on a CCTV monitor in the staff office. CCTV recordings are stored on a hard drive which is automatically overwritten after seven days.

Purpose of Surveillance

Our systems are intended to provide and promote a safe secure environment for residents and for those who work in or use the facilities of the centre; and to protect the centre buildings and resources. The system is intended to view and monitor activity in the immediate area of the centre only.

It shall be used for the purpose of:

- Safeguarding families
- Increasing the personal safety of staff, residents and visitors and reduce the fear of crime.
- Protecting the buildings and their assets
- Supporting the Police in a bid to deter and detect crime.
- Assisting in identifying, apprehending and prosecuting offenders.
- Assisting in managing the centre.

We will achieve this by:

- Providing evidential quality images for court purposes
- Providing evidential quality of images for criminal incidents and suspects.
- Assisting the responsible authorities in the investigation of crime and disorder.

Data protection

The system shall be used in accordance with all relevant laws and guidelines, including the Data Protection Act 1988, the Human Rights Act 1998 and, if

appropriate, the Regulation of Investigatory Powers Act 2000.

Management of the system

The overall management of the system is the responsibility of the directors of the centre, who have appointed the Registered Manager for the function of Data Controller.

Management and operation of control equipment

The system will be managed in accordance with all relevant legislation.

Recordings

Audio recordings will only be used if instructed by the LA or if Granary staff suspects a safeguarding issue at any time. These recordings will be safely stored in accordance with the Data Protection Act 1998 and only produced if requested by the court. Such recordings will be stored for a period of three months post a resident leaving Granary Families and will only be accessible by senior management.

Access and security

The day-to-day management and security of the control equipment and data is the responsibility of the Premises Manager who will follow the data protection guidelines with regard to access to the 'Control Room' by visitors.

Incident reporting

A register of incidents and reviews shall be stored in the Premises Manager's office and maintained by the Premises Manager who will ensure that details of any incidents relating to the use of the system are logged.

Incident response

During monitoring, if criminal or suspicious activity of a serious nature is observed then the centre should immediately inform the Police. Once an incident is reported to the Police it will be dealt with in accordance with Police procedure. All other incidents will be logged and dealt with by the relevant authorities. Only the Registered Manager or Deputy Manager will have access to the system and downloaded images.

Storage of recorded images and their viewing

- The storage space shall be dust and moisture proof.
- Viewing or copying will be carried out only if it would assist the centre in supporting procedures for which the Registered Manager is responsible or to address one of the issues in the 'purpose of CCTV'.
- Recorded images are not to be taken away from the centre premises under any circumstances.

- A record of viewing and copying must be noted in the register of incidents and reviews.

The register of incidents and reviews

The register will include the following:

- When searching or reviewing an incident the purpose of doing so should be recorded. Also note if the search was successful or not.
- Who carried out the search and/or copied the event.
- Persons present (particularly when reviewing).
- Date, start and end time of the incident.
- Details of the time of the review/copy.
- Details of the officer or authorised agent collecting the copied media and their contact details.
- Date of collection along with a signature and name in block capitals, including agency.
- On occasion where the request relates to an ongoing incident or investigation any appropriate reference numbers should be included.

Access to recorded information

The Data Protection Act provides Data Subjects (individuals to whom 'personal data' relates) with a right to have access to CCTV images relating to them. People can make a request to review their footage by making a Subject Access Request in writing to the school. Where Subject Access Requests are made on behalf of a data subject, a written signed consent will be required from the subject before access to the footage is provided.

Applications received from outside bodies (e.g. solicitors or Courts) to view or release recorded data will be referred to the Headteacher. In these circumstances recordings will only be released where satisfactory documentation is produced to support the request.

A fee will be charged for the provision of stored data, £10 for Subject Access Requests and a sum not exceeding the cost of materials in other cases.

Staff training

The Registered Manager shall ensure that all appropriate staff are trained in the use of the equipment and are familiar with their data protection responsibilities as detailed in the ICO's CCTV Code of Practice 2008.

Complaints

- Any safeguarding concerns regarding the access and use of the centre CCTV system should be recorded and reported to the Registered Manager

- Any complaints about the centre's CCTV system should be addressed to the Registered Manager.
- Complaints will be investigated in accordance with this policy.

Breaches of the policy

- Misuse of a recorded image or the system will be a disciplinary offence.
- Any breaches of the policy by centre staff will be individually investigated by the Registered Manager, and appropriate disciplinary action taken.
- Disciplinary action can also include prosecution under the Data Protection Act and criminal proceedings.

Granary Families Team

Granary Families is a subsidiary of Granary Care Limited, a privately-owned company that has two Directors: Mrs Paullette and Mr Ralph Jean-Jacques. The company is family run.

Granary Families has employed a team of high experienced individuals with a range of expertise and disciplines including social workers, psychotherapists, early years and health & social care practitioners and counsellors.

The team has been selected as they have the expertise to engage with and support 'vulnerable families' whose parenting capacity has been impacted by mental health, substance & alcohol abuse; learning difficulties and domestic violence.

Granary Families prides itself by ensuring its key workers are qualified social workers from different but related backgrounds and reflect the cosmopolitan and ethnic demography of the area, possessing a diverse cultural heritage.

Paullette Jean-Jacques – Registered Manager

Paullette is one of two Directors of Granary Care Limited; a privately-owned company she runs with husband Ralph Jean-Jacques. Paullette is responsible for the overall assessment process, case management, staff supervision, service plans, contractual agreements and liaison with the Local Authority and other referral agencies.

With over 16 experience in the childcare industry since 2002, Paullette has overseen the day-to-day management of three nurseries and a number of out of school provisions across Harrow, Hillingdon and London. The company established over 13 Ofsted registered provisions and at one time employed over 37 staff across its various sites.

Paullette comes from a public relations background. She holds a Diploma in Business, obtained an MBA in 1996 and went onto complete various vocational courses in Play Work and CWDC before Paullette and her husband become foster carers in 2012. Paullette has also held a number of voluntary roles on the board of charities over the years and has been a Trustee for Crossroads Crisis Pregnancy based in Harrow since 2003.

In 2017 Paullette was awarded a Level 5 Diploma in Leadership for Health and Social Care and Children and Young People's Services.

Paullette completed PAMS assessment training in September 2020.

Ralph Jean-Jacques – Director and Responsible Individual

Ralph is the co-founder of Granary Care Limited. His role of Responsible Individual is to represent Granary to Ofsted, overseeing the quality of care, ensuring systems and processes are in place for monitoring and improving the service. He works closely with the Registered Manager to ensure regular unannounced visits are made to the centre to assess the standard of care provided.

Ralph is also responsible for invoicing the local authority and overseeing the maintenance of Granary. He is part of the Management Team.

Joan Blackman – Practice Improvement Consultant and Assessing Social Worker

Joan is a seasoned and experienced manager and nurse with a proven track record of teambuilding, change and staff management. She is an experienced chair of complex meetings and has a proven track record in the implementation of several government legislations in the Adoption and Fostering arena such as aligning services together and thus achieving better outcomes for service users and organisations.

Her key achievements include setting up new services and implementation of legislation; implementation of the stage one and two processes for adoption and fostering in two local authorities; joint responsibility for aligning the fostering and adoption services together and implementation of appropriate legislation including Post adoption Fund application; Senior Lead for an Adoption & Fostering service to achieve an Ofsted rating of “good” in the department; team manager of one of two Local Authorities in England to achieve the Government target of 101 Permanency Orders; graduate of a Magistrate Shadowing Scheme.

Joan has been a social worker for over 34 years and holds a master’s in professional education and teaching in Human Services and an Advance Social Work Diploma & Practice Teachers Award.

Joan forms part of the Management Team.

Benjamin Jean-Jacques – Manager (Service)

Benjamin rejoined Granary 4th August 2025 following the completion of a masters in social work. His new role is that of Manager and he is responsible for the day to day running of the centre. Benjamin is also undergoing an ASYE programme at Granary Families. Benjamin works closely with Lauren Jean-Jacques and forms part of the Management Team.

Lauren Jean-Jacques – Manager (Operations)

Lauren works closely with Benjamin to ensure the smooth operational running of the centre and is also responsible for operations such as onboarding software, workforce structure, recruitment and training. Lauren forms part of the

Management Team

Sharon Thompson – Manager (Service Coordinator, PAFT and Child Development Worker)

Sharon has been employed by Granary since 2004 as a qualified early years practitioner. A law graduate, Sharon has also completed a Level 5 Diploma in Leadership for Health and Social Care and Child and Young People's Services.

As a Parent Educator, Sharon works with families to educate them in the areas of Parenting and Child Development and teaches using the philosophy 'parents are the first and best teachers of their babies'. Sharon uses the Foundational Curriculum of the Parents As First Teachers framework enabling parents to develop new skills and knowledge to educate and promote their own learning and development of their baby. Each parent is equipped with new skills and knowledge to become effective parents and hopefully raising well balanced and educated children.

Sharon forms part of the Management Team.

Shepherd Kombo – Assessing Social Worker

Shepherd has significant experience as a social work witness in both private and public law cases in the UK. He has over 15 years' work experience in statutory child protection teams and has practised in the United Kingdom for over 11 years and four years in Africa. Shepherd's experience in the UK has been within local authority children's services, court teams, child protection teams, child in need teams, referral and assessment teams, section 47 teams and specialist pre-birth assessment teams within the London borough of Southwark, Northamptonshire County Council, Buckinghamshire County Council and Slough Children's Services Trust.

Tendekai Chituwu – Assessing Social Worker

Tendekai has over 18 years' work experience in statutory frontline social work practice and has practised in Africa and the United Kingdom. He has experience as an expert witness on public law cases in the UK and undertaken social work parenting assessments for various Local Authorities in care proceedings. His experience in the United Kingdom spans over 14 years and this has been in Statutory Referral and Assessment, Child Protection and Children in Care Teams in various Local Authorities. He has also managed Child Care Court Proceedings, adoption permanency planning cases for children among many other aspects of statutory children's services work.

Esther Ogunde – 'ParentAssess' Assessing Social Worker

Esther has accumulated over nine years' experience and has worked with various local authorities where she is currently Deputy Team Manager. Her experience spans working across various teams including children under s.17, s.47, CIN, CP and LAC, court work and parenting assessment, children and disability and frontline safeguarding.

teams.

Sally Doyle (BACP Snr Accredited) – Psychotherapist and Clinical Supervisor

Sally first trained as a counsellor with many years' experience in the provision of therapy, both privately and in the NHS. This has given her extensive experience in working as a therapist in the NHS and other organisations. Sally has also had a small private practice, as a therapist, for approximately 20 years.

As part of her NHS role and in private practice Sally has been responsible for offering clinical supervision to individuals and therapists' groups. She has also provided supervision for other staff groups in the NHS, such as nurses, doctors and consultants.

Sally is Lead Counsellor/Deputy Clinical Lead for CNWL, an IAPT service in Harrow. Her main responsibility in this role is to manage a team of counsellors, providing line management, supervision, recruitment etc to the counselling team. In her role at Harrow, she is part of the senior management team, helping to manage the service as a whole. This includes taking her perinatal lead load for the service, with responsibility to liaise with other perinatal services promoting and supporting their work where necessary.

At Granary Families Sally provides families with weekly inhouse counselling addressing ongoing challenges and the historical factors impacting current behaviour. She has worked with a wide range of client groups and presenting issues and has particular interest in attachment theory and the developing relationship between an infant and their caregivers. Sally provides families with psychodynamic therapy that can alleviate difficult symptoms, improve relationships and reduce problematic behaviour patterns. She offers families a safe space to reflect on their current and past difficulties and facilitates the exploration and understanding of the causes of their emotional and psychological problems. Through therapeutic processes Sally makes changes to the lives of families that are positive and sustainable. during their assessment periods.

Compass – Substance Misuse Lead

Granary Families work in partnership with Compass Drug and Alcohol Service, Harrow who provide in house workshops to our families regarding substance misuse. They also provide inhouse training to staff.

Family Support Workers

Responsible for carrying out the daily observations, key work sessions, observations in the community, on-going risk assessment, practical support and direct work with the parents. Our staff team compile detailed daily recordings which are incorporated as part of the assessment and work with families in accordance with the aims and objectives of the placement/care plans and agreements.

The Staff team benefit from ongoing training, team meetings, regular reflective supervision and performance appraisals. The service development plan details the organisation's continued commitment to staff training. There is a democratic approach to service development and staff contribute to the vision for the focuses on

equipping staff for their role, improving the assessment process and other working practices.

Granary Families is committed to continuous staff development and has a three-year staff training strategy, which is regularly updated and modified. This strategy includes a programme of training to National Occupational Standards and assessment for support workers, which leads to the qualification of NVQ3 Caring for Children and Young People. The training strategy also offers staff the opportunity to apply to undertake training leading to the qualification of Diploma in Social Work in partnership with the Open University.

Referrals and Registered Provider Details

Visit our website to download a [residential assessment referral](#) or [community based assessment referral](#) form. Alternatively contact the following for further information.

Granary Families Assessment Centre
58-60 Vaughan Road
West Harrow
Middlesex HA1 4EE

Registered Manager
Paulette Jean-Jacques

Centre: 020 8423 7678
officegmb@granarycare.com

Head Office: 0333 990 1010
families@granarycare.com
www.granarycare.com

Ofsted Registered Number
SC1234324

Company Registered No
04411679

Organisation Chart

