

# Granary Families Assessment Centre

Granary Care Limited

60 Vaughan Road, Harrow HA1 4EE

Inspected under the social care common inspection framework

## Information about this residential family centre

Granary Care Limited is a privately owned company. This residential family centre is registered to provide accommodation for up to three families. The centre provides residential and community-based parenting assessments.

The setting registered with Ofsted in July 2016. The manager registered with Ofsted in December 2016.

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers on 17 March 2020.

We last visited this setting on 27 January 2021 to carry out a monitoring visit. The report is published on our website.

### Inspection dates: 4 to 7 June 2021

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

How well children and parents are helped and protected good

The effectiveness of leaders and managers requires improvement to be good

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

**Date of previous inspection:** 5 June 2019

**Overall judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## Inspection judgements

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

Parents benefit from an effective assessment process which focuses on safeguarding and meeting the emotional, social, educational and health needs of themselves and their children. Parents describe the centre as 'fantastic' and 'very good'. There is a strong emphasis on support and education for parents, which has resulted in most children remaining in their parents' care.

The centre has a clear admission and discharge policy. Parents confirm that they are 'made to feel welcome'. They also benefit from an outreach service when they leave the centre. A parent said, 'All staff have been supportive all the way through and have helped me become the mother I am.'

Staff work with parents who have a wide range of needs. This includes learning disabilities, a variety of cultural, religious and linguistic needs and the needs of young parents. Parents benefit from the use of interpreters, translated residents' guides, cultural support and advocates.

Final assessment reports are evidenced based, evaluative, child focused and, meaningfully, include relevant research and theories. A strength of final assessment reports is the consideration of children's future needs, particularly in relation to their identity. Information in final assessment reports exceeds the expectations of the court and includes a range of further recommendations to support the family.

Families benefit from the centre's holistic promotion of all aspects of their well-being. Parents can enjoy 'wellness Wednesdays', which give them practical encouragement to lead a healthy lifestyle. Sessions include mindfulness, self-care, pampering, positive affirmations, juicing, physical wellness, and goal setting.

The research-informed child development programme creatively provides children with educational activities. These focus on enhancing children's self-confidence, self-awareness, numeracy, literacy and managing their feelings. Activities include using flashcards, making footprint and handprint paintings, nursery rhyming, baby massage, sensory play, sharing lullabies and listening to classical music.

Parents have a voice throughout the assessment process and there is good recognition of the needs of fathers. A male worker has been employed at the centre and fathers benefit from 'fellas' Fridays'. These enable men to bond together through fun activities and reflecting on their experiences as fathers.

Each assessment is extensively informed by life-journey work, teaching sessions and monitoring through observation, interaction and discussion. Parents receive weekly updates on their progress, which enables them to see what is working well and what could be improved. Details of the assessment process are recorded in separate

documents, and not in a structured, specific family placement plan, to promote transparency and consistency.

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

The centre demonstrates a commitment to safeguarding and promoting the welfare of children. Parents learn how to keep themselves and their children safe. In self-evaluation, parents highlight their learning, and they appreciate their 'better insight' into safeguarding matters.

The centre has strong links with a wide range of professionals and organisations, including health visitors and mental health services. Weekly therapeutic support is also available for parents, enabling them to reflect on their experiences, with a counsellor. This enables families to get the help they need.

The risk management system enables families to live in a safe environment. New referrals are carefully considered and individual risks affecting each family are identified and recorded. There are clear strategies to minimise risks, and staff support parents to produce safety plans and danger statements.

In the event of a parent going missing, the centre shares appropriate information with the police. Staff have compassionately cared for babies who have been abandoned by their parent. Prompt liaison with placing local authorities has enabled children to be moved on in a sensitive manner.

Staff manage safeguarding concerns effectively. Staff know who to report safeguarding issues to, including local authority safeguarding personnel and Ofsted. Staff benefit from a wide range of safeguarding training which includes a research-based child protection model.

Families reside in premises which are physically safe. The centre has strict policies to manage COVID-19, which include regular testing of parents and staff. Close circuit television appropriately and sensitively monitors specific areas, including babies' cots.

Parents can participate in a domestic violence awareness programme and they can access mediation and support with relationships, alcohol and substance misuse. The centre has a designated domestic violence lead and staff can also undertake random drug testing of parents. The centre has a policy on alcohol use, however, there was an unchallenged incident when a visitor appeared to have been under the influence of alcohol.

The centre only employs new staff when all the necessary 'safer recruitment' checks have been completed. Some staff have complained about nepotism within the centre, as this is a family owned business. Close relatives are employed and in one case, the reason for deciding to appoint to a particular role was not recorded.

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

Leaders and managers have a comprehensive plan to address the identified areas of development. The shortfalls do not impact on the overall good quality of care, and feedback from placing authorities is generally positive. A social worker commented that she had recommended the service to a fellow social worker.

The residential family centre demonstrates a capacity for continuing improvement. The shortfalls relate to family placement plans, the alcohol policy, the heating, staff deployment, staff appraisals and training. Leaders and manager have successfully addressed the two previous recommendations from the last inspection.

The registered manager is also the owner of the business. She has 18 years' experience in providing Ofsted regulated childcare services. Some staff have complained that the registered manager and the assessing social workers are not regularly on site. The registered manager explained that this was due to the ongoing COVID-19 pandemic and wishing to have minimal staff on site.

Families live in a centre which blends easily into the residential area. They benefit from an on-site contact room, which enables them to conveniently meet with their partners and relatives. However, a parent highlighted an issue about their room being very hot, despite having a fan.

Parents appreciate staff members' helpful, caring and encouraging attitudes and one parent described a staff member as being 'like a step mum'. Staff usually provide constructive advice, positive praise and reinforcement to parents. However, some concerns about staff conduct were raised by a parent and a professional.

The staff team have an extensive range of qualifications and experience in social work, early years and fostering. The majority of staff are regular bank staff who have worked at the centre for many years. They receive regular supervision and attend training and team meetings. However, staff have not had their performance appraised.

Staff keep up to date with new legislation, research and practice developments. Team meetings have a strong emphasis on continuous learning to improve the quality of the service. However, not all staff have completed training in attachment, care proceedings and disguised compliance, to support them in their role.

Families benefit from strong partnership arrangements that enhance their experience at the centre. Social workers appreciate the weekly progress updates, and they praise the communication between staff and themselves. The centre also contributes to social work education and makes donations to worldwide charities.

## What does the residential family centre need to do to improve?

### Statutory requirements

This section sets out the actions that the registered person(s) must take to meet the Care Standards Act 2000, Residential Family Centre Regulations 2002 and the national minimum standards. The registered person(s) must comply within the given timescales.

Requirement	Due date
<p>The registered person shall ensure that all persons employed by him—</p> <p>receive appropriate training, supervision and appraisal. (Regulation 17(5)(a))</p> <p>In particular, training to include attachment, care proceedings and disguised compliance.</p>	1 September 2021
<p>The registered person shall ensure that—</p> <p>the physical design and layout of the premises to be used as the residential family centre meet the needs of families (Regulation 21(2)(a))</p> <p>In particular, adequate ventilation and heating is provided in all parts of the residential family centre which are used by residents.</p>	1 September 2021

### Recommendations

- The registered person should ensure there is an effective policy on the use alcohol. In particular, the alcohol policy must be clearly understood and followed by staff. (NMS 6.8)
- The registered person should ensure staff complete a written family placement plan, in consultation with the placing authority and agreed, so far as may be practicable, with the parent(s) and, if age appropriate, the child. The plan should specify the objectives and intended outcomes of the placement, details of training, assistance, assessment, supervision, and protection to be provided at the centre, and how the child's welfare will be promoted. (NMS 9.2)
- The registered person should ensure the system for recruiting staff includes an effective system for reaching decisions as to who is to be appointed. In particular,

there should be a clear record of the reason the person was employed for the role. (NMS 14.5)

- The registered person should ensure the overall number, competence, and deployment of staff, both as a staff group and on individual shifts, can fulfil the centre's statement of purpose and meet the individual needs of all the parents and children resident at the centre. In particular, for the manager and assessing social work staff to have more of a presence in the centre. (NMS 15.1)
- The registered person should ensure all staff and the registered manager are properly appraised. (NMS 17.2)
- The registered person should ensure staff maintain positive relationships with parents. In particular, speak to parents in an empowering and encouraging manner. (NMS 5.8)

## Information about this inspection

Inspectors have looked closely at the experiences and progress of children and parents using the 'Social care common inspection framework'. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, and to consider how well it complies with the Residential Family Centre Regulations 2002 and the national minimum standards.

## Residential family centre details

**Unique reference number:** 1234324

**Registered provider:** Granary Care Limited

**Registered provider address:** 60 Vaughan Road, Harrow HA1 4EE

**Responsible individual:** Ralph Jean-Jacques

**Registered manager:** Paullette Jean-Jacques

**Telephone number:** 0333 990 1010

**Email address:** info@granarycare.com

## Inspector

Sharon Payne, Social Care Inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit [www.nationalarchives.gov.uk/doc/open-government-licence](http://www.nationalarchives.gov.uk/doc/open-government-licence), write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 4234  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: [www.gov.uk/ofsted](http://www.gov.uk/ofsted)

© Crown copyright 2021