

STATEMENT OF PURPOSE

Bridgeway support

Rae – Residential Assessment Experience

Shining a light on

Everyone's potential, Personal growth and new futures

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Introduction

Rae is a Residential Family Assessment Centre and part of Bridgeway Support. Bridgeway already runs an established outreach and community-based program, visiting young people in their homes and offering support, guidance, and companionship. This essential service becomes part of the safeguarding team around the young person, creating clear records of interactions sharing information with Local Authorities and contributing to the safety and wellbeing of the individuals.

Rae will provide a safe and nurturing home for families whilst undergoing a parenting assessment. The day-to-day running and management of the centre will be in line with the National Minimum Standards for Residential Family Centres, the Children Act 1989 and the Residential Family Centre Regulations 2002

Rae will provide accommodation for up to 6 families. During their residential assessment, Rae will support parents to develop their parenting style safely, and staff will be on hand to offer support and guidance, in line with the needs of each family. The family's safety will be paramount, and the live risk assessment will ensure that all interventions are responsive to the need. The family will undergo a fair, robust and evidenced-based assessment, the final report will formulate clear recommendations, intended to contribute to the final care plan for the child (ren). Parents will also be encouraged to develop their independent living skills throughout placement in preparation for living independently.

Rae will work in partnership with families and professionals sharing information, celebrating achievements and addressing concerns. Rae will adhere to the directions within all letters of instruction and ensure that time scales are met to prevent any unnecessary delay. All recordings, communication and reports will be to a high standard and produced by staff who are qualified and considered experts within their field.

Our ethos:

Relationship building and working in partnership with individuals/families are central to our approach. We believe these to be essential precursors to enable families to achieve meaningful outcomes and enhance life opportunities. We believe every new and existent family has the right to realise their potential through encouragement and support.

Our values:

We believe that no adult, young person, or child should be disadvantaged by their life background or lived experience. We value everyone for who and what they are and what they bring. We embrace difference and the growth potential this brings for all.

We believe every adult, young person and child has the right to support appropriate to them as an individual, which promotes personal life chances, and provides them with an effective means to negotiate their path beyond their placement with us.

We recognise the fundamental importance of enabling opportunities for personal growth, of learning through experience and of positive role modelling.

At Rae House, we believe that all families in our care deserve a secure, stable and caring environment, which will encourage growth and change. We will uphold the mantra of the Children Act 1989 and are committed to ensuring the safety of all the children in our care. Safeguarding will be at the heart of all our interventions and believe that this is best achieved by working in partnership with parents. At Rae House, we encourage each parent to develop their parenting style and assess against the 'good enough' parenting rather than impose our parenting style or preferred norms. We believe that allowing parents to learn about their own core beliefs, values and ideas about parenting is the best way to develop confidence, independence and longer-lasting change. We have a staff team who are experienced in guiding parents, teaching them new skills and supporting them to reflect to evoke change. The child's voice will be threaded throughout the work we do. Due to the age of the children, we will rely on observations and information from health services to best capture their wishes and feelings. We will intervene should there be evidence that a child is not thriving whilst residing in our care.

This relationship we develop with parents will be forged on trust, transparency, respect and our core beliefs around equality and diversity. All staff work using a person-centred approach, keeping the family at the centre of the planning and assessment process. Parent's individual needs, health, disability, lived experience, wishes, feelings and hopes for the future are valued throughout placement. We pride ourselves on the ability to individualise interventions to ensure reasonable adjustments are made and every parent has the best possible opportunity to have fair and evidence-based assessment free from discrimination.

We also acknowledge that an assessment within a residential family centre can be seen as a false environment and be counterintuitive when considering the assessment evidence. Many aspects surrounding this issue cannot be removed and would be required to meet the family's needs in the first instance. However, at Rae House, we aim to make the overall process as realistic an experience as possible and have the benefit of 2 self-contained properties that can be used for families that need to experience more independence during their assessment. Furthermore, we are conscious that communal living can be an unnecessary challenge for many parents and as such we can create solo placements for families should they need this. The property itself lends itself to meet the individual needs of each family whilst preventing placement breakdowns or placement changes.

Bridgeway support recognises that intervention and support are required for many families, post-placement. Due to the nature of the service already in operation, we have strong links and knowledge around housing benefits and community-based resources to support families as they transition following an assessment. Our dedicated outreach support will help families gain accommodation or re-patronage to their existing homes. The team will support them in establishing relationships with community-based projects such as children's centres, educational resources, social groups, and therapeutic support to increase their sense of belonging and social value.

Best outcomes and success are not necessarily synonymous with children remaining with their families, although that is a desired outcome. We commence every assessment with the goal of keeping families together wherever possible. However, when it is clear that this is not in the best interests of the child (ren), we will provide evidence-based reasons why separation is advisable, ensuring that any such recommendations are managed as sensitively as possible for parents and child (ren). We endeavour to continue to support the parent through this process and remain committed to offering the same care and support to parents who are leaving placement separated from their child(ren).

About our centre

Rae is situated in the borough of Huyton and falls under the Knowsley County Council. The detached premises is situated in a quiet residential area with many local amenities in walking distance. There is local budget superstores, local shops, parks, children's centre, GP surgeries and a library.

The property itself is a newly refurbished detached property comprised of

Ground floor

Staff office

Communal lounge

Communal garden room

Staff kitchen

Staff/visitors bathroom

First floor

Bathroom

Kitchen

Living room

2 bedrooms

Second floor

Bathroom

Living room

Kitchen

2 bedrooms

Accessible from the communal ground floor there is a connected walkway to 2 self-contained flats

ground floor flat

Bathroom

Bedroom

Open-plan living kitchen area

Access to the garden

second-floor self-contained flat

Bedroom

Bathroom

Kitchen

Living room

Outside to the rear of the house is a large private garden. At the front of the property is parking to accommodate up to 6 Cars, and an electric charge point.

We have refurbished the home to a high standard as we believe that each parent should feel valued the moment they walk through the door. Consideration has been given to the decor of the home itself, to ensure that this feels like a home, and offers a warm welcome to each family. The home will continue to be maintained to the same high standard and have a planned programme of redecoration to prevent unsightly wear and tear. All maintenance issues within the building and contents will be reported and addressed promptly to maintain safety within the home.

Health and safety within the home will be the responsibility of everyone within it. This will be overseen by the management team and be seen as a core responsibility. As a minimum, the home will have

- Yearly building risk assessment
- Yearly fire risk assessment
- Yearly gas certificate
- Yearly electrical certificate
- Weekly testing of the fire system and visual checks of emergency lighting, extinguishers and signage
- Regular fire drills
- Monthly legionnaires testing
- Daily health and safety check
- Maintain an accident book.
- Weekly check of first aid boxes

General rules regarding smoking in designated areas, cooking safely, and general conduct will ensure that health and safety risks are reduced. All new families and staff will have a clear induction to the property to ensure that they have the knowledge and skills to be safe in the property. Added features such as a fire detection system CCTV, and continual staff presence will further contribute to the safe management of the home.

At Rae House, we believe that it's everyone's responsibility to be kind and respectful and as such would not accept the following.

- Intimidating or confrontational behaviour
- Bullying (financial, physical, verbal, emotional, social or cyberbullying),
- Drug taking either on or off the premises.
- Harassment, including behaviour that degrades, demeans, humiliates or embarrasses someone that a reasonable person would know is unwelcome.
- All forms of abuse (financial, sexual, physical or psychological), including verbally, in writing or otherwise.
- Discrimination against any person or group

- Actions that put another person at risk of harm
- Taking something that does not belong to you.

Whilst we will attempt to keep overpowering and unnecessary rules to a minimum, we have created some 'house rules' to help everyone live together.

- You must keep your child(ren) safe at all times.
- Please follow safe sleep advice you cannot co-sleep or bed share at Rae House.
- Please do not lend or borrow money from other parents.
- Please do not care for a baby that is not yours
- Smoke only in the smoking areas.
- Please be respectful of our neighbours.
- Please take care of your belongings and keep communal areas clean and tidy.
- Please sign in and out of the building
- Please do not Facetime in communal areas.
- Please do not take pictures of staff.
- Do not take pictures of another family's child.

Before admissions

Referrals are accepted nationwide from the Court, Local Authorities, parents' legal representatives, Solicitors and Children's Guardians. However, we must insist that the referring Local Authority submit and contribute to the referral document itself. The Bridgeway (Rae house) referral form must be completed, in its entirety to ensure that a clear risk assessment can be formulated before the placement offer is confirmed. The risk assessment will be created and signed off by a member of the management team, this document will record how risks will be managed and confirm that the centre can meet the family's needs. At this point we will consider placement matching should the family be expected to live communally with one another. We aim to make this process as quick as possible and will support the referring Local Authority through this process. No family will be accommodated at the centre without the admission process being followed in its entirety.

Should a placement be offered, the Local Authority must sign and return a placement agreement which sets out both parties' roles and responsibilities and confirms the weekly placement fee. This document will also include a request for the letter of instruction, proposed midpoint report and final report dates.

We believe that parents should have the opportunity to make informed choices and feel empowered during important decisions about their family, therefore they will be included in the preadmissions process. We welcome parents to come for a preplacement visit, accompanied by a Local Authority representative or other suitably identified person. If a visit is not possible, we will accommodate a telephone/ video call or communication using email. Parents will be invited to look at information about Rae's house and will be provided with a short welcome letter and resident guide. All parents must understand and sign a placement contract before admission.

Parents must understand key expectations and information regarding- abstinence from all substances, conduct expectations, the use of CCTV, safe sleep agreement, supervision, staff role and responsibility, and the purpose of the assessment. Before they agree to come to placement.

Upon admission

Rae greets all new resident families with a warm welcome. We appreciate the enormity of this step for parents and children alike. Families will be supported to settle into their accommodation and feel at home. All families are provided with the essentials they need such as furniture, crockery and cooking equipment. All families will also have a TV, access to WIFI, new bedding, towels, and a welcome pack. We appreciate that everyone's circumstance varies, as some parents will have had the opportunity to pack and collect all their baby items whilst others may not. We will address everyone's circumstances on an individual basis and support them as required.

Parents can bring personal items to help them feel at home and, once it's agreed they are safe and in good repair can use their baby's equipment

The family's referral and risk assessment will be accessible to all staff; reading this will be required before starting their shift with the family.

The family will be inducted into the property and any necessary health and safety information will be shared.

All families will be given a resident's guide. This guide will be accessible to parents with differing cognitive abilities and seek to share the same messages as the statement of purpose.

Families will have both an electronic file and paper file and accessible records will be stored and collated from this point on.

Working at the family's own pace we will start to develop an individual placement plan for both the child and each parent.

A placement planning meeting will take place within the first 48 hours of admission and it will be mandatory that the Local Authority contribute to this.

The families will follow an induction process with an allocated member of staff, this will include referrals to external agencies, registration at the GP, diarise any appointments, a fire drill, booking in of medication etc. (admissions policy, induction booklet)

Day-to-day arrangements

Families are encouraged to be as independent as possible; they are responsible for their care and that of their child(ren). However, staff will be on hand to support, encourage, guide and comfort those parents who need it. Parents must provide food and essentials for themselves and their child (ren). All parents will be made aware of support they can access should they be in a financial crisis.

Initially, all families are fully supervised when accessing the community with their child (ren). This will be reviewed at regular intervals in consultation with the Local Authority.

Waking staff will be present in the home 24/7.

Observations of the families' interactions, the care of the child and independent living skills will be recorded using a consistent method. Ensuring they are factual, relevant clear and free from opinion.

CCTV will be in operation throughout the premises omitting the bathrooms and any therapy-specific areas.

The family will be allocated an assessor.

An assessment plan will be produced and shared with parents and the Local Authority within the first week of placement and reviewed at week 6 making all necessary amendments and re-circulating.

Meeting the needs of the child

Each child's individual needs will be captured within their placement plan this will consider the following points.

- Health needs
- SEN needs
- Maintaining contact with non-resident parents or other important adults, or siblings.
- Religion
- Special routines
- Likes and dislikes.
- Other professionals involved.
- Attendance at statutory medicals

All children will have access to a local GP, and health visitor. Staff will support parents in taking their child(ren) to any important appointments. Parents will be supported and encouraged to care for their child, to promote attachment and a bond forming. If required additional support can be accessed to help meet this essential need.

All children will have opportunities to enjoy the community, access groups to aid their development, appropriate toys and games to play with, and feel loved and nurtured.

All children will have their placement journey documented within their life story work, capturing important milestones, photos and memories. Parents will be encouraged to contribute to this during craft activities.

Meeting the needs of the parents

Parents will have an individual placement plan that will capture important information about each adult. Parents' contribution will be essential when creating this document. It's essential that an individual's functioning and unique needs are recorded and explored; during the creation of this, the parent is seen as the expert. Trained staff will help to capture the needs of the parents to ensure that they have the best opportunity to engage with their assessment and thrive in placement. There will be a personalised plan for how best to meet these needs. The placement plan will also document any specific expectations placement has of the parent and vice versa.

At Rae, we are committed to working with parents who have a learning disability or are neurodiverse. (Mayes and Llewellyn 2009;92) highlight that parents with learning difficulties are considered to be at greater risk than any other parent of losing custody of their child. Rae, we are committed to addressing this disadvantage by ensuring that all parents have the same opportunity to engage in their assessment and learning opportunities. We will follow guidance from the Core

Capabilities framework for supporting people with a learning disability and autism. As part of this, we will ensure that learning disability and autism training is mandatory for all staff and updated regularly.

Reasonable adjustments will be made for all parents

The parents' specific needs and adjustments will be carefully considered during admission and throughout placement.

We will adopt a person-centred approach when working with families and look at their strengths.

If required families can be offered a solo placement to reduce additional stress and communal living stresses and triggers.

If required, the placement plan will incorporate a relapse prevention/ safety plan/ mental health action plan.

This placement plan will also record important information about:

- Mental and Physical Health
- Disability/ neurodiversity
- Religion
- Associates who pose a risk
- Important people and how contact will be maintained.
- Identify other professionals or support services involved and how contact will be maintained.
- Triggers
- Likes/dislikes
- Challenges
- Hopes/ wants/ needs
- Adjustments needed
- Learning style
- Special interests

Additionally, all parents will have access to local GP, sexual health clinic, or identified support services such as advocacy, drug services, counselling etc. Staff will support parents to attend any important appointments either with or without their child.

If required parents will be supported to apply for their benefit entitlement, apply for housing, open bank accounts, apply for photographic ID, manage debts and access legal representation.

At Bridgeway Support, we value the importance of having fun and making positive and lasting memories. All parents will have the opportunity to engage with planned activities, in the setting and within the community. We value the suggestions of parents and will endeavour to facilitate individual ideas, traditions and interests.

Management of medication

At RAE we will have a clear medication policy that will identify how medication is monitored and safely managed. Parents will be responsible for administering their own and their child's medication however support and monitoring can be incorporated in their placement plan as required.

All medication must be stored in a lockable cupboard in the bedroom. The keys for this box will be kept in the office under staff supervision.

All medication must be booked into the centre.

All surplus medication will be booked out of the centre and disposed of appropriately.

Over-the-counter medication and supplements are not managed under the medication policy but must be stored safely and sensibly.

There will be 2 options for medication management, the level of supervision will be recorded on the family risk assessment and placement plan.

Emergency medication such as Epi pens creams and inhalers will be stored in the most appropriate place for ease of access and recorded on the placement plan and risk assessment.

Any prescribed medication that requires fridge storage will be kept in the office in the small medication fridge.

Unsupervised

- The parent will manage and monitor their medication.
- A parent will independently request their medication key, independently access their cupboard and take their medication.
- The key must be returned to the office.
- Staff will record each time parents request access to the key.

Supervised medication administration

- Parent will be fully supervised when accessing their medication cupboard.
- Medication taken will be recorded on the MAR (Medication Administration Record)
- MAR sheets will be audited weekly.
- Staff will record each time parents request the key to identify if they require any prompts.

Creating opportunities for parents to learn and develop

Parents will have the opportunity to learn and develop both their parenting skills and their independent living skills. Opportunities to learn will be created and recorded in their assessment plan and reviewed at midpoint.

This program will not be a one-size-fits-all and they will build their bespoke learning plan, this will initially be created with the input of the parent and the referral information looking at the individual's needs and hopes. This will continue to develop through weekly key worker sessions and

when reflecting on day-to-day skills and observations made during the assessment process. Parent will have the opportunity to engage in direct work sessions that meet their learning style.

At Bridgeway Support we can currently offer

ILP/Compass tool

The ILP is a creative resource developed to support young people to equip themselves with the practical tools, information and understanding that will offer a foundation for living independently.

The ILP is composed of twelve sections and addresses the following:

Social relationships; substance use; managing money; learning and employment; daily living skills; decision making; health and well-being; diet; communication with professionals; lifestyle and self-care; managing time and pro-social behaviour which are all essential to parenting.

Sections are subdivided and accessed through a step-by-step approach, with the resource presented in young person-friendly language and layout. Delivery of the ILP reflects individual learning styles and development, enabling person-centred progression.

The Compass measuring tool covers topics similar to that of the parent and baby star and is used both for self-assessment by the individual/parent and to identify areas for further exploration with staff.

Freedom Program

Freedom Programme is a domestic violence programme which was created by Pat Craven

The Freedom Programme examines the roles played by attitudes and beliefs on the actions of abusive men and the responses of victims and survivors. The aim is to help them to make sense of and understand what has happened to them, instead of the whole experience just feeling like a horrible mess. The Freedom Programme also describes in detail how children are affected by being exposed to this kind of abuse and very importantly how their lives are improved when the abuse is removed.

Dad Pad

all fathers will have the opportunity to access the Dad Pad. Dads Pad is the essential guide for new dads, developed with the NHS, they state ;

As a new dad, you will feel excited, but you may also feel left out, unsure or overwhelmed. The Dad Pad can help by giving you the knowledge and practical skills that you need. The resource will support you and your partner to give your baby the best possible start in life.

[DadPad | The Essential Guide for New Dads | Support Guide for New Dads \(thedadpad.co.uk\)](https://thedadpad.co.uk)

Moving -on independent living skills.

If relevant parents can work through the moving on leaving care book to arm them with the skills needed to live independently. This booklet covers practical topics around keeping safe, managing a home and self-care.

Jubilee – Local Children Centre-

Parents will be encouraged to engage with the local children's centre and join groups, and classes. The local centre offers a range of courses and groups including Baby Weigh, Baby Massage, Mamma Fit, little Adventures and Baby Explorers

Management of Rae

The Responsible Individual

Is responsible for leading and managing a service which meets the needs of individuals, safeguards and promotes well-being and the development of people.

The Registered manager

Is responsible for the day-to-day running of the setting. The manager will be registered with Ofsted and deemed to have appropriate skills, qualifications and experience to fulfil the role and legal obligations. The registered manager will have or be working towards a Level 5 Care Leadership and Management.

Deputy manager

Will support the staff team and underpin the registered manager. They will have or be working towards a level 5 in care leadership and Management. The deputy manager will work closely with the families and staff to ensure that the commitments made within the SOP are fulfilled.

Assessor

the resident assessor will be a registered social worker with experience in producing high quality parenting assessment. They will have adequate knowledge and experience of working with looked after children, and care proceedings. The assessor will have the skills and confidence to give evidence in court should this be required. The assessor will work with both the families and staff to ensure that each family has a robust, fair and evidence-based assessment of parenting skills and capacity,

Senior family support worker

Will work closely with the resident families monitoring progress, providing feedback, supporting families as required and teaching new skills. They will contribute to the safeguarding of the families and produce clear evidence-based observations of each family for the purpose of their ongoing assessment. The senior family support worker will produce weekly summary reports and meet with the family to share observations and record their feedback.

Support worker/ day and night

Support workers will be on hand to supervise the family, provide support and opportunities to learn. They will contribute to the safeguarding of the families and produce clear evidence-based observations of each family for their ongoing assessment. Support workers will work as part of the team around the family to ensure that commitments made within the SOP are fulfilled.

All staff are qualified and have a range of social work, residential, fostering, youth work, probation, childcare, nursery nursing, and nursing qualifications and many are educated to a degree or equivalent level.

Recruitment, training and supervision of all staff

When recruiting new staff qualifications, experience, lived experience, motivation and compassion will be considered for each candidate. Where practicable resident parents or residents from Bridgeway supported accommodation will be invited to engage in the final stages of the interview process. Residents of Bridgeway have been consulted regarding what they believe are important qualities to have when working at Rae and have helped develop some interview questions and preferred answers.

Regardless of role or responsibility the safer recruitment policy is followed and clear records are maintained and available for inspections. No persons will work on the premises without the completion of statutory recruitment procedures.

Once this stage of recruitment is complete there is a further internal process to ensure that newly recruited staff have the skills, knowledge and confidence to fulfil their role.

Internal training and induction process that must be completed before any loan working as a minimum this will cover

- adults and paediatric first aid
- Restorative practice conflict resolution
- Health and safety of the building
- Reporting and recording at Rae house
- Safeguarding level 3
- Internal training of key policies- safeguarding, missing from home, managing medication, whistleblowing, and significant events.
- A clear understanding of all policies and procedures where to find them and how to use them for advice and guidance.
- Neurodiversity
- NHS guidelines for the safe care of babies

As a minimum all staff will have or equivalent or be working towards Level 4 Children, Young People & Families Practitioner (Residential Pathway)

Each staff member will have an individual training plan that diarises renewal of training and identifies individual courses or training that will contribute to a range of specialisms across the staff team and meet CPD requirements for registered social workers.

Clear records will be maintained on the training matrix and individual staff files.

Bridgeway services value the importance of working as a team and supporting one another regardless of roles or responsibilities. This core value will be forged by working together and a strong management presence in the service day to day. Ensuring that all staff feel supported and valued and know that they have access to advice and guidance as and when they need it.

The management team will create an open-door policy for any staff who need help, advice, support or guidance.

All staff members will have monthly supervision, these records will be shared with the supervisee for their own records record comments and confirmation they have read and recorded the written

records which will be saved on their staff file. Engaging in supervision will be considered a core duty and responsibility and failing to engage will be considered a breach.

At Bridgeway, we value the importance of supervision and make this an opportunity to reflect on good practice, recognise strengths, and identify areas for development. Regular supervision will provide a safe space to offload and share any problems or concerns.

Any staff member can request ad hoc supervision at any time.

Who is suitable for a placement at Rae House?

Rae offers services to the following groups:

- Families referred for independent residential assessment whose children may be at risk
- Parents from the age of 16 years.
- Children from newborn to age 8. Children over the age of 4 years must have a local education provision already. This must be accessible to them whilst in placement and any transportation must be provided by the placing authority.
- Single female or male parents
- Two-parent families
- Parent (s) with one or more children
- Parents of children with complex health or developmental needs
- Parents with learning difficulties.
- Parents with poor mental health
- Parents with drug, alcohol or behavioural issues
- Parents where there has been a history of domestic abuse
- Parents with their own history of social care involvement
- Neurodiverse parents
- We do insist on abstinence from illicit drugs and, or alcohol.

Residential Assessment

Provide a robust fair and evidence-based assessment. The anticipated time frame for this is 12 weeks allowing for one further week in placement after the publication of the final report to ensure there is a clear transition and planning for the family.

All staff contribute to the assessment by recording observations of the parents' skills, support needs, knowledge, conduct and the child's health and wellbeing. Ensuring that observations are gathered from a range of professionals ensures that there is a reduced chance of bias and ensures that robust fair, factual evidence is collated using the same methods.

The assessment is produced by a suitably qualified, registered social worker with experience in family assessments. The assessor will spend quality time with each family, getting to know them, reviewing observations, making their own observations and completing direct work with the family. The assessor will be responsible for producing and reviewing the assessment plan in partnership

with other key members of staff. Family assessors will be supervised by a social worker with over 14 years of experience who offers quality assurance and oversight of the final report.

The progress of the assessment and important evidence and observations will be shared with parents in a weekly reflective meeting and the report produced in collaboration with parents will be shared with the LA and becomes part of the bundle of evidence. This process ensures that parents have the best possible opportunity to engage with their assessment address any concerns, have the opportunity to improve skills and celebrate this progress and achievements. Parents' views and opinions will be recorded and considered as important aspects of the assessment. Sharing this progress with the child's allocated social worker ensures there is adequate information sharing and joint care planning.

In addition to weekly reports, a midpoint report will be produced summarising the first half of placement. This clear and evidence-based report will summarise progress, areas for development and safeguarding concerns. It will make recommendations for the latter half of the assessment and give a good indication of the assessment's progress. This will also inform the review of the assessment plan. A midpoint planning meeting with the local authority and family will discuss these documents agree on any changes to placement and consider its recommendations.

Including parents in all aspects of their assessment will further promote a good working relationship forged on honesty. Furthermore, it will allow for clear planning and transparency as the assessment evolves over the entirety of the placement. This process will document the family's assessment journey in preparation for the final report.

The assessment will be monitored and managed using an assessment plan. The initial assessment and teaching plan will be formulated at the start of each placement and consider referral information, the letter of instruction and the parent's wishes and feelings. This will be reviewed as a minimum, at week 6 and then again at week 10 of placement.

The assessment plan will include the collection of the parents' family history, their opinions and core beliefs around parenting their knowledge around parenting, and independence beyond their placement.

Should other expert opinions such as a psychological assessment be required this will be addressed as quickly as possible to avoid further delay.

The ongoing assessment will in essence be an independent Social Worker report but will also consider other expert opinions and information shared by the referring authority.

Having a good working relationship with the child(ren) social worker throughout the assessment process will be essential in care planning and working together to safeguard the child.

Rae will attend and actively contribute to all Child Protection meetings, CORE groups, Looked After Reviews or other multi-agency meetings.

The overall assessment will provide a clear evidence trail to justify the conclusion, analysis and recommendations. This will be a robust and well-formulated report created by an experienced social worker under the supervision of the house manager who is also an experienced social worker.

The child's welfare and needs are at the focus of the assessment and the final report and will look at life beyond that of a residential family centre.

In some circumstances, an extension of placement and assessment time may be requested. This reason for this would be documented and evidenced and be seen to be necessary and in the best interests of the family reasons for this could be related to the following:

- Delay in receiving the letter of instruction
- Disturbances in placement due to extensive hospital admissions or periods of poor health.
- Extension to provide a reasonable adjustment due to disability
- Delays in expert opinions
- Delays in drug test results
- Change in family composition (one parent leaves or joins the centre)
- Further time to incorporate an additional period in semi-independent accommodation.

The placement will not be extended to satisfy the lack of housing if the assessment has concluded.

Assessment tools used

Parent Assess

Parent Assess is the most widely recognised and accepted specialist parenting assessment framework in the country. It embeds the relevant case law and is included in the Good Practice Guidance on Working with Parents with a Learning Disability. Parent Assess is a flexible framework that can be adapted to each parent to give them the best possible chance of changing and produces a parent-friendly version of the final report. At the same time, it keeps the experience of children, and the impact of their situation on them, at the centre of analysis and decision making.

Placement breakdown

At Rae we hope that all placements run smoothly from start to finish however acknowledge that this may not always be the case. We make every effort to ensure that ending a placement is a last resort. Each situation will be considered on its merit and a placement breakdown and termination policy will be followed to ensure that every situation like this is dealt with consistently. Behaviour that would result in the policy being followed would include

- A child is at risk of abuse
- A child suffering harm or neglect
- A child's needs being consistently unmet
- A parent's behaviour placing others at risk
- Relapse and use of illicit drugs or alcohol
- Criminal behaviour
- Breaking placement agreement or behavioural expectations
- Absconding from the centre
- Poor engagement in the assessment process
- The centre is unable to meet the needs of the family.

Should this policy and process need initiating the situation will be immediately shared with the referring Authority and the family (if safe to do so) to explore evidence and reasonable, practicable and safe resolutions. This resolution could be:

- Additional staffing
- More support
- A change of room

- Further engagement with drug and alcohol, or mental health services
- A medication review
- A written warning
- A restorative intervention

If it is concluded that there is no way to mitigate risk or continue the placement, a termination statement will be written and shared with both parents and the local Authority. Under these circumstances, the placement will end as quickly as deemed appropriate and details and justification of time scales will be included within the termination statement.

Gathering feedback, continuous improvement, review of service and experience

At Bridgeway, we are committed to continual improvement and see the value in reflection, review and development of staff and service alike. In addition to staff development, we will regularly review and improve all aspects of the service. This ethos will run through the entire management of the setting by

- Reviewing all policies at least once a year
- Regular supervision for staff
- Monthly house meetings
- Monthly staff meetings
- Capturing the views of the parents in weekly key worker meetings
- Internal audits
- Management oversight for all reports and statements.
- Maintaining UpToDate with changes in Social Care, Policy Changes, and current themes within health and social care.
- Engaging positively in Ofsted visits and inspections
- Gather feedback from parents as part of the exit procedure
- Gathering feedback from Local Authorities, legal representatives, and guardians
- All notifications, significant events or placement termination, will trigger an internal lessons-learn exercise with the staff and management team to look at processes and procedures. SMAT actions are to be set to address any findings.

Monthly regulation 25 reports will be undertaken initially by the RI with the view to an external expert being commissioned within the first 6 months. Each monthly audit and inspection will inspect the following:

- Health and safety records
- The suitability of the building
- Alu safeguarding incidents
- Any notifiable events
- Any complaints
- The recruitment of new staff

Track one resident family file

- The referral/ risk assessment
- The induction
- Placement plan

- Assessment plan
- Logs and records
- Medication records
- Life story work
- Opportunity to learn and develop
- Experience of the child
- Risk assessment
- Reports produced since the last inspection

This report must also include interviews with at least one resident parent, one member of staff and an external professional. If this is not possible on the day of the visit efforts should be made to make contact before the report is finalised.

This report will then be shared with the RI and RM for their comments and SMART action set to address any findings.

Previous actions are to be reviewed during subsequent visits to demonstrate continual improvement.

These reports will be made available (anonymised as required) to all staff and inspectors.

The regulation 23 reports will be mapped to the NMS and will record all achievements and improvements, and record planned changes or areas for development. All planned actions will be SMART. These will be reviewed every 6 months and ensure that there is a clear audit trail and monitoring system in place.

Visitors

All visitors must sign in and out of the building using GDPR approved visitor book.

All new visitors must show ID.

All new visitors will be made aware of general health and safety and fire escapes.

All visitors will be made aware of the CCTV.

At RAE we welcome families to have visitors. The suitability and risk assessment of the identified visitor must be developed with the Local Authority. This risk assessment will remain on the family file and the agreement of the visitor is recorded on the family placement plan. This contact can be loosely supervised with the use of CCTV or fully supervised either via the CCTV or in person. Once visitors are approved parents can arrange to spend time with their loved ones, the visitor's policy will further clarify the management of this.

This policy identifies that:

Parents must use the visitor's lounge when entertaining visitors.

Parents must book any proposed visitors with the management

New visitors must bring a form of ID and sign a short visitor agreement; which will confirm their understanding of the CCTV

Ongoing risk assessment

To reduce the likelihood of harm the family's initial placement risk assessment will initially seek to manage any known risks. However, as the placement progresses is likely that risk will change, therefore essential that risk assessment is an ongoing responsive and reactive process.

The risk assessment will become a live process to ensure that new risk management plans are clear and accessible to all staff on shift.

Arrangements for Protecting children and parents under the age of 18

At Rae House, our parents and their children are at the centre of the care we provide, and we will work in partnership with families placed with us, seeking wherever possible to promote a feeling of safety and wellbeing. We acknowledge that the safety and welfare of the children are paramount and that all children without exception have the right to protection from abuse regardless of gender, ethnicity, disability, sexuality or beliefs.

The policy and procedures for Safeguarding Children at Rae have been devised in line with the Children Act 1989/2004, Local Safeguarding Children Board's policies and procedures for safeguarding and promoting the welfare of children within Knowsley and the National Minimum Standards for Residential Family Centres and

The policy and procedures for Safeguarding Vulnerable Adults at Rae reflect the principles contained within the Human Rights Act 1998, the Mental Capacity Act 2005 and the Public Interest Disclosure Act 1998.

The Designated Safeguarding Officer (DSO) will be the RI. Supporting them will be three members of the safeguarding team these will sit in the roles of registered manager, deputy manager and assessor.

All members of staff will share the responsibility for adhering to policies and procedures to keep everyone safe and will have more than adequate training to do so.

The members of the safeguarding team will be displayed in the office and in each resident's guide.

Alongside the level 3 safeguarding training, all staff will be trained on internal processes and the safeguarding policy and procedures. These policies are clear and offer support and guidance should a member of staff have any concerns.

All staff members will be aware that they have the full support of the safeguarding team regardless of their being on shift and should they need to they will know who is on call to reach out for support should an incident occur.

The policy will outline how to:

- Role and responsibility when calling emergency services
- How to reach out for support
- How to record information
- How to keep everyone safe
- How to respond to allocations
- How to contact both the referring Local Authority and local EDT for collective information sharing and decision-making

This policy also outlines clearly that all bruising to a non-mobile baby or unexplained injury to any child would initiate safeguarding policy and procedures.

All staff will closely monitor:

- Significant changes in behaviour
- Deterioration in baby's general well-being
- Neglect
- Being exposed to frightening adult behaviour
- Exposure to any form of abuse
- Any other comments/observations which give cause for concern.

In addition to the safeguarding policy, Rae has clear policies and procedures to keep everyone safe these include:

- Missing from home
- Safe sleep arrangement
- The use of illicit drugs and alcohol
- Whistleblowing
- Safeguarding adults
- Safe recruitment

Respecting the Privacy and Dignity of Residents

Staff are required to ensure they respect the privacy of residents at all times (unless a parent or child's safety is at risk) and to handle any personal information relating to each resident with confidentiality.

Rae holds the belief that without confidentiality there can be no trust and without trust, there can be no meaningful service offered to the residents placed. Confidentiality, although not absolute, is therefore a vital building block upon which trusting relationships can be built. However, the need to respect the privacy of parents and children must be balanced with the need to protect children and vulnerable adults.

Complaints

We invite parent(s) to tell us if they think we are doing something wrong or are acting unfairly in some way. We would hope that parents would discuss any concerns or queries they have with a member of staff at the time, in the weekly meeting or house meeting. We are committed to listening and respecting the views and experiences of all parents, we appreciate that one person's opinion about a situation may differ from another's, and they are both valid.

We will support parent to communicate their feeling or complaints in an assertive and nonconfrontational manner, behaviour that all staff will model.

If parents are struggling to articulate their feelings, we will use alternative methods for example email or refer them to an advocate.

If parents wish to make a complaint, we welcome them to do so without fear or reprisal. We will respond to all complaints fairly and as confidentially as required.

The resident's guide will explain clearly how to make a complaint and make doing so accessible to all parents.

The complaints full complaints procedure will be available to any visitors, and external professionals.

If a complaint cannot be dealt with informally the formal complaints procedure must be followed.

If a formal complaint is made the registered manager will acknowledge this within 5 working days and issue a formal response within 10 days

If the complaint is about the registered manager this complaint will be directed to the Responsible individual who will acknowledge this within 5 working days and issue a formal response within 10 days.

If the complainant remains dissatisfied with the response, then they have the option of referring their complaint to the Responsible Individual if they have not already done so.

They can contact a company director Admin@bridgewaysupport.com

The Children's Commissioner can also offer free support, advice and information to anyone in care, leaving care, living away from home or working with children's services.

Children's Commissioner for England – Dame Rachel De Souza

Sanctuary Buildings

20 Great Smith Street

London

SW1P 3BT

Tel: 0800 528 0731

Email: help.team@childrenscommissioner.gsi.gov.uk

Web: <https://www.childrenscommissioner.gov.uk/help-at-hand/>

All complaints will be taken seriously. Should the complainant not be satisfied with the outcome of the complaint they can contact Ofsted.

Contact details for Ofsted:

Piccadilly Gate

Store Street

Manchester

M1 2WD

03001231231

enquiries@ofsted.gov.uk

Use of surveillance

At Rea we believe the CCTV is required to achieve adequate monitoring and safeguarding can be achieved. We appreciate that this level of surveillance can be intrusive for both staff and parents. Therefore, will be managed with, the utmost respect and sensitivity.

There is no additional fee to the Local Authority for CCTV as this is a requirement for all residential families under assessment.

The CCTV policy highlights circumstances when the CCTV will be accessed by another professional or submitted as evidence. If appropriate parents will have the opportunity to view the footage themselves and be told who will be gaining access to it and why.

CCTV is used only for the protection of children and the ongoing assessment process.

CCTV can be used as a learning tool and recordings and can be incorporated into direct work or assessment sessions with the parents.

CCTV will never be used for publicity, training or shown to other families.

CCTV is installed throughout the premises. These cameras will record audio and visual, including a night vision function.

There is CCTV around the outside of the premises for additional security and monitoring, the CCTV will be accessible by all staff either on the screen in the office or via an iPad.

All parents will be made aware of the CCTV and sign a CCTV agreement before their induction to the setting.

During induction to the building, parents will be reminded about the CCTV and shown where the cameras are situated.

There is no CCTV in the bathrooms, toilets or private meeting rooms/therapy areas.

The importance of GDPR is acknowledged within the CCTV policy as it gives implicit instructions as to how recording should be shared and the documentation required before the ownership of this data is transferred to a 3rd party.

Ordinarily, the CCV is not monitored 24/7 should a family require 1-2-1 supervision this will be stipulated within their placement plan and risk assessment and will not solely be satisfied with CCTV.

It is acknowledged there will be blind spots within the home and some areas with no coverage at all.

Once the final report is published the local Authority or courts have a further 2 weeks to request any CCTV after this time all recordings will be permanently deleted.

Departure

At Rae, we start to plan for the end of placement from the beginning. Due to the short time frame for the residential assessment is essential that there are no avoidable delays at the end. To achieve this we commit to

- Provide clear dates on admission, diarising the publication of all reports and the end date.
- Ensure that all parents receive the correct benefits
- Parents have suitable ID
- Parents have access to a bank account
- Parents can learn essential life skills
- Support is provided to apply for housing/ or to maintain their current tenancy
- Parents can build links in the local community.
- Parents look at future hopes and plans beyond their placement.

We appreciate that no matter how well-planned the end of placement can be it may well evoke anxiety and for some, the prospect of leaving may be stressful and upsetting. In some cases, parents may be leaving alone having had their child removed from their care just before or around the end of the placement. In these cases, the departure is likely to be highly emotional and difficult. Plans must be put into place with relevant professionals to best support the parents with the departure of their child and the departure of the parent from the centre.

We are happy in most cases for families to remain with us after their assessment has concluded for short periods if necessary whilst arrangements for where the parent and child will be moving onto are not yet finalised. The same weekly fee would remain in place during this time. However, this will not be extended unless it is in the best interests of the family. The rationale around any extension will be clearly documented. During an extended time, the monitoring of the family will continue as will the same recording and reporting methods.