



Imani Living Residential Family Centre Statement Of Purpose



URN:
As Per Residential Family Centres Regulations 2002

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MISSION STATEMENT

Imani Living Residential Family Centre exists to give every parent a fair and equal opportunity to demonstrate their ability to provide safe, nurturing, and loving care for their child.

Our mission is to deliver high quality, evidence based family assessments within a supportive and structured residential environment that safeguards babies, promotes parental learning, and enables professionals to make informed decisions based on clear, balanced, and transparent evidence.

Safeguarding remains the foundation of everything we do. While we support parents to learn and improve, our primary duty is to protect each baby from harm and ensure that professional assessments remain objective, independent, and free from influence or bias.

We believe every parent deserves to be treated with dignity, respect, and impartiality. The centre provides a calm, consistent, and trauma-informed environment where parents can live safely with their children, develop essential parenting skills, and be objectively assessed through observation, guidance, and professional evaluation.

The centre operates on the principle of learning rather than punishment. Parents are encouraged to reflect on their actions through supported feedback rather than through punitive measures. Staff use a trauma-informed approach that recognises how stress, fear, and past experiences influence current behaviour, promoting emotional safety and trust between parents and staff.

Our purpose is to identify both strengths and areas for development, supporting parents to achieve positive and sustainable change while prioritising the child's safety and wellbeing. Each assessment is carried out with accuracy, fairness, and sensitivity, recognising the uniqueness of every family's circumstances.

We aim to:

- Protect the welfare and safety of babies and children at all times.
- Deliver clear, structured, and factual assessments that enable local authorities and courts to make informed decisions about a child's future care.
- Support parents to understand their child's emotional, developmental, and physical needs.
- Provide practical teaching and reflective sessions that help parents build confidence and consistency in their care.
- Encourage self-awareness and responsibility through supportive feedback and goal setting.
- Uphold equality, inclusion, and cultural sensitivity across all aspects of care and assessment.
- Maintain professional integrity, accuracy, and accountability in every assessment report produced.
- Promote transparency, honesty, and open communication between families and professionals.
- Ensure that every action taken within the centre supports the safety, dignity, and best interests of the child.

Imani Living Residential Family Centre works in partnership with parents, social workers, health professionals, and legal representatives to promote outcomes that are fair, evidenced, and focused on protecting and nurturing children. The centre's approach is to combine compassion with professional scrutiny so that families experience both care and challenge in a balanced, respectful way.

The overall aim of Imani Living is to create an environment where parents are empowered to learn, reflect, and take ownership of their parenting, ensuring that every child has the best possible start in life, whether through rehabilitation at home or through safe and informed alternative care planning.

Through reflective practice, clear professional boundaries, and collaborative working, Imani Living aims to achieve measurable improvements in parental capacity, emotional stability, and safeguarding awareness. Every family leaves the centre with a comprehensive assessment and clear recommendations to support safe and sustainable long-term outcomes for their child.

Imani Living Residential Family Centre operates within the Care Standards Act 2000, the Residential Family Centres Regulations 2002, the National Minimum Standards for Residential Family Centres (2022), and Working Together to Safeguard Children (2023).

VALUES

At Imani Living Residential Family Centre, our values define who we are and guide how we work with every family. They shape our culture, our assessments, and our commitment to delivering safe, fair, and meaningful outcomes for parents and their babies.

Our values are not only principles but measurable standards that guide the quality of our practice, the consistency of our assessments, and the outcomes achieved for families and children.

Our core values are:

- Integrity – We are honest, transparent, and fair in every action, assessment, and decision. Our work is built on trust and ethical practice.
- Compassion – We treat every family with empathy and understanding. We recognise the challenges parents face and provide support that is respectful and non-judgemental.
- Accountability – We take responsibility for the quality and accuracy of our work. We ensure that our assessments and actions can always be justified and evidenced.
- Respect – We value every parent and child as individuals. We celebrate diversity and ensure equality and inclusion are present in all areas of practice.
- Excellence – We aim for the highest professional standards in assessment, support, and reporting. Continuous improvement and reflective learning are central to how we operate.
- Safety – The safety and welfare of every baby are our first priority. Every policy, decision, and practice is built around safeguarding.
- Empowerment – We help parents gain confidence, independence, and the skills to provide safe and nurturing care for their children.
- Collaboration – We work in partnership with local authorities, courts, health services, and other professionals to deliver accurate, coordinated assessments that put the child's needs first.

These values underpin the ethos of Imani Living. Every member of staff is expected to model them in their daily work, ensuring that the environment remains professional, compassionate, and focused on achieving the best possible outcomes for every family we support.

The leadership team ensures these values are embedded through recruitment, training, and supervision, creating a consistent and accountable staff culture that mirrors the standards we expect from parents during their placement.

This Statement of Purpose is reviewed annually or sooner if there are significant changes to the centre's operation, staffing, or regulatory guidance. A copy is available to Ofsted, placing authorities, and parents upon request to ensure full transparency and accountability.

1. Quality and Purpose of Care

1.1 Statement of the Range of Needs Imani Living Provides

Imani Living Residential Family Centre provides residential parenting assessments for up to three families, each consisting of one parent and their baby aged from birth to two years. The service is designed for families referred by local authorities or the family courts who require an evidence based, structured assessment of parenting capacity in a safe and supportive environment.

The centre operates in accordance with the Care Standards Act 2000, Residential Family Centres Regulations 2002, the National Minimum Standards 2022, and all associated statutory guidance, including Working Together to Safeguard Children 2023, the Children Act 1989, the Equality Act 2010, and the Human Rights Act 1998.

Imani Living offers a safe, structured, and trauma-informed setting for parents who may require:

- A court-directed parenting capacity assessment
- Support in developing basic parenting and life skills
- Observation and evaluation to determine the safety and quality of care provided to their baby
- Assistance in understanding and meeting their child's physical and emotional needs
- Guidance to establish consistent routines, attachment, and emotional regulation
- Tailored support to manage anxiety, trauma, and communication barriers

Many of the families referred to Imani Living face complex challenges including:

- Adverse childhood experiences or intergenerational trauma
- Learning disabilities or neurodivergence, such as autism or ADHD
- Postnatal mental health difficulties
- Histories of domestic abuse, substance misuse, or relationship instability
- Low confidence, poor routines, or limited practical parenting experience

The service focuses on capacity building, emotional learning, and structured assessment. Parents receive both practical support and evidence-based observation designed to identify risk, resilience, and potential for change. Assessments are delivered through a combination of Parent Assess, PAMS, and Imani Living's own in house reflective model, ensuring consistency, accessibility, and fairness for every family.

The centre provides placements under both Section 20 voluntary arrangements and Section 38 or 39 court directed placements, depending on local authority instruction and court order requirements. Assessment placements typically last 12 to 16 weeks, though the duration may be adjusted to meet the needs of the court or the family's progress.

The Imani Living Environment

Imani Living Residential Family Centre is a two-storey home located at 83 Connaught Road, Reading, Berkshire RG30 2UE. The property is within easy reach of public transport, GP practices, health visitors, and community services.

The home has been designed to feel safe, calm, and homely while maintaining the standards necessary for practical observation and supervision. Each family has their own private bedroom equipped with baby monitoring systems, cots, and storage space. Shared areas are fitted with CCTV in line with Regulation 21 and ICO privacy standards, supporting transparent and proportionate safeguarding.

Facilities include:

- Three fully furnished family bedrooms
- Shared kitchen for supervised meal preparation and life skills practice
- Communal lounge for family interaction and observation sessions
- Dining area used for family routines and feeding observation
- Laundry facilities for practical skill development
- Secure rear garden with CCTV and six-foot privacy fencing
- Staff sleep-in room for 24-hour supervision
- Office and meeting space for record keeping, supervision, and professional liaison

The environment supports both family living and professional assessment. Each space is used to observe real-life parenting interactions while allowing families privacy, dignity, and opportunity for growth.

Suitability and Placement Criteria, Imani Living Residential Family Centre accepts referrals for parents who:

- Are aged 16 years or over and have primary care of their baby
- Are willing to engage in assessment, supervision, and feedback
- Can manage within a communal living environment with 24-hour staff presence
- Do not require clinical or hospital-level intervention.

The centre is not suitable for:

- Parents who present a significant unmanaged risk of violence, arson, or self-harm that cannot be safely mitigated
- Parents whose mental health needs require inpatient or medical treatment
- Situations involving more than one parent where the dynamics pose a high risk and cannot be safely managed within the property layout

Imani Living is committed to ensuring accessibility for all families, including those with learning disabilities, sensory needs, or English as a second language. Assessment materials are adapted using visual aids, simplified language, interpreters, or assistive technology to ensure every parent has a fair and equal opportunity to participate and understand the process.

Staffing and Support

The centre maintains a high staff to family ratio, ensuring continuous observation, safety, and emotional support. The team includes staff trained in:

- Trauma-informed practice
- Attachment and child development
- Positive Behaviour Support
- Safeguarding and risk management
- Mental health awareness

- Learning disability and autism practice
- Communication methods such as Makaton and accessible written materials

Each parent is allocated a Key Worker who coordinates their assessment plan, provides structured feedback, and helps them reflect on their progress weekly. The Registered Manager and Responsible Individual oversee all assessments to ensure fairness, accuracy, and consistency across reports.

Each assessment concludes with a written report provided to the placing authority and court within agreed timescales. Reports include a detailed analysis of parenting capacity, identified strengths, areas for development, and risk indicators. The assessment process comprises midway reviews, feedback sessions with parents, and multi-agency meetings to ensure accuracy, fairness, and transparency throughout.

All staff receive supervision, reflective practice sessions, and external clinical consultation to ensure professional judgement is balanced, evidence based, and child focused.

Outcomes

Parents placed at Imani Living Residential Family Centre are supported to:

- Build safe and responsive attachments with their baby
- Understand developmental milestones and emotional cues
- Develop structured daily routines that support stability
- Improve communication, empathy, and responsiveness to their child's needs
- Gain confidence and competence in all aspects of child care
- Recognise and manage risks, triggers, and patterns that impact parenting
- Engage positively with professionals and demonstrate insight into their assessment

Summary

Imani Living Residential Family Centre provides a structured, nurturing, and impartial environment for parents to be fully assessed while being supported to learn and grow. The service exists to give families a genuine opportunity to demonstrate their parenting capacity under fair, safe, and transparent conditions.

Through small capacity, skilled staff, and consistent oversight, Imani Living ensures each family receives a personalised experience that protects the welfare of the child while enabling professional assessment that is balanced, respectful, and rooted in safeguarding.

Feedback from parents, local authorities, and professionals is used to review practice and improve the quality, accessibility, and fairness of future assessments.

1.2 Imani Living Ethos, Outcomes and Approach to Achieving

Imani Living Residential Family Centre provides a safe, nurturing, and structured environment for parents and their babies who require an independent, fair, and comprehensive assessment of parenting capacity. The Centre has been designed to help families develop confidence, stability, and insight while ensuring that every child's welfare remains the central priority.

The ethos of Imani Living is grounded in compassion, respect, and professionalism. We believe that parents are most capable of positive change when they are supported within a safe and consistent environment that balances care with clear expectations. Our approach combines

observation, practical teaching, emotional support, and reflection to help parents build the skills and awareness necessary to meet their child's needs safely and consistently.

The atmosphere at Imani Living is calm, predictable, and family-oriented. Staff work closely with parents to build trust, provide guidance, and reinforce safe routines. We understand that many parents placed with us may have experienced trauma, disrupted attachments, or limited parental role models. Our team uses trauma-informed practice to reduce anxiety, increase emotional safety, and support meaningful learning.

Each family receives a structured and individualised assessment plan which identifies goals, areas for observation, and targeted learning sessions. The assessment process is transparent, and parents are encouraged to participate fully, receiving feedback and reflection sessions throughout their placement.

The home operates a non-punitive model. Parents are encouraged to learn through supported practice, reflection, and repetition rather than criticism or punishment. Staff use calm communication, consistent boundaries, and practical demonstration to build understanding and confidence.

Imani Living is designed to feel like a home rather than an institution. It is warm, comfortable, and family-focused, while maintaining professional standards required for accurate assessment. Families are encouraged to personalise their space, establish routines, and participate in household activities such as meal preparation, cleaning, and planning daily care routines for their baby.

Consistency is a core principle of the Imani Living model. Each family has an allocated Key Worker who coordinates the assessment plan, facilitates reflection sessions, and ensures continuity of support. The wider staff team maintain consistent communication, detailed handovers, and shared understanding of each family's progress and needs.

Our practice model is supported by both internal expertise and external professional collaboration. While we do not employ in-house clinical staff, we work closely with local health visitors, midwives, psychologists, and social workers to ensure each family's needs are understood and addressed holistically. External input may include emotional wellbeing support, therapeutic consultation, or advice on attachment and development.

Staff are trained in trauma-informed practice, attachment theory, safeguarding, and the developmental needs of infants. They also receive training in supporting parents with learning disabilities, neurodivergence, mental health challenges, and cultural or communication barriers. Practical teaching is supported through Parent Assess and PAMS tools, and adapted for accessibility and comprehension where required.

Staff development is reinforced through structured supervision, reflective practice sessions, and case discussions. These ensure that professional boundaries, assessment accuracy, and emotional resilience are maintained across the team. Every staff member is encouraged to reflect on their interactions, learn from feedback, and adapt their practice to best support families and protect children.

Imani Living promotes active participation in assessment and decision-making. Parents are encouraged to contribute to their own assessment goals, reflect on progress, and provide feedback. We ensure that advocacy support is available where needed and that every parent understands their rights and the purpose of the placement.

Our approach emphasises fairness, structure, and empowerment. Parents are treated with respect, but are also held accountable for the safety and wellbeing of their baby. This balance

between empathy and professional rigour ensures that assessments are both supportive and credible.

Respect, dignity, and inclusion underpin all aspects of our practice. Parents are supported to express and maintain their cultural, religious, and linguistic identity. We adapt our approach to ensure that differences are respected and celebrated within the framework of safeguarding and child welfare.

Transitions from Imani Living are planned carefully in partnership with the local authority and relevant professionals. Whether a family is returning home, moving to community support, or transitioning to alternative care arrangements, we ensure parents understand the outcome, are emotionally prepared, and receive appropriate follow-up support or referrals.

Objectives of Imani Living Residential Family Centre

- To provide a safe, structured, and supportive environment where parents can live with their babies under supervision and assessment.
- To deliver fair, transparent, and evidence-based parenting capacity assessments using validated tools such as Parent Assess and PAMS.
- To help parents build confidence, awareness, and practical skills in meeting their child's physical, emotional, and developmental needs.
- To maintain a homely and calm environment that promotes trust, comfort, and emotional safety.
- To deliver a trauma informed model of support that recognises the impact of past experiences on current behaviour and parenting ability.
- To ensure assessments are inclusive and accessible for parents with learning disabilities, mental health needs, or communication barriers.
- To encourage parents to participate fully in goal setting, reflection, and decision-making.
- To promote equality, diversity, and inclusion throughout every aspect of the service.
- To strengthen the bond between parents and their babies through consistent care, emotional attunement, and guided reflection.
- To ensure every assessment is objective, impartial, and prioritises the best interests of the child.
- To work collaboratively with professionals from social care, health, and legal services to ensure accuracy, consistency, and safeguarding.
- To prepare parents for the next stage of their journey, whether that is rehabilitation at home or transition to alternative arrangements, with full emotional and practical support.
- To review and improve practice through ongoing supervision, reflective learning, and feedback from parents and professionals.
- Progress and outcomes are tracked using structured observation records, parent feedback forms, and weekly review meetings, ensuring that assessment findings are based on consistent, measurable evidence.
- The leadership team at Imani Living ensures that the centre's ethos is upheld through active monitoring, consistent professional development, and ongoing review of outcomes to maintain excellence in practice and continuous improvement.

1.3 Description of Connaught House

Imani Living Residential Family Centre is a two storey, four-bedroom, end terrace detached property located at 83 Connaught Road, Reading, Berkshire RG30 2UE. The Centre accommodates up to three families, each consisting of one parent and their baby aged from birth to two years. The property has been purposefully adapted to meet the needs of families requiring close supervision, structured support, and evidence-based parenting assessments.

The environment has been designed to promote safety, calmness, and family life within a setting that supports both assessment and learning. The layout allows staff to observe interactions naturally while maintaining privacy and dignity for parents and their babies. Every area of the centre is used to encourage routine, reflection, and skill development.

Parents placed at Imani Living may have diverse backgrounds and complex needs, including learning disabilities, autism spectrum disorder, ADHD, communication challenges, or trauma-related difficulties. Some parents may be young, first-time carers, or individuals who have experienced abuse, domestic violence, or disrupted family environments.

The centre is structured to provide a nurturing and consistent setting where such parents can safely demonstrate and develop their capacity to care for their child. The atmosphere at Imani Living is warm, structured, and non-institutional. The aim is to create a homely space where families feel welcome but supported to maintain routines and boundaries. Each family has their own private room, while communal areas promote observation, guidance, and shared learning opportunities.

The property is securely enclosed, well maintained, and fitted with safety systems that protect both parents and babies. It is situated in a quiet residential area close to GP services, health visitors, early years provision, and public transport, providing easy access to community support networks.

Ground Floor:

The ground floor includes a large shared lounge, a dining area, and a fully equipped kitchen. These spaces are used for daily routines such as shared meals, family observation sessions, and practical life skills teaching. Parents are supported in developing safe feeding, hygiene, and household management routines. The kitchen includes safety locks, heat indicators, and supervision points that allow safe observation during use.

The dining area is used for guided family interaction, communication exercises, and parenting sessions. The lounge provides a relaxed environment for family time, reflection, and observation of natural care behaviours. There is also a staff office and sleep-in room providing 24-hour supervision and support.

The ground floor includes a utility area with washing and drying facilities, encouraging parents to take responsibility for laundry, clothing management, and cleanliness. A staff office, toilet and separate visitor facilities are located to the rear.

A secure rear garden provides space for fresh air, outdoor play, and family time. It is fully enclosed with six-foot fencing and CCTV coverage in line with privacy and safeguarding standards. Families are encouraged to use this area for bonding activities, sensory play, and outdoor relaxation, under supervision.

First Floor:

The first floor contains three private family bedrooms. Each room is furnished with a cot, bed,

baby-changing area, wardrobe, and baby monitor. Lighting and décor are neutral and calming, designed to create a peaceful space for rest and care. Each family is encouraged to personalise their room with safe, appropriate items.

There is a shared bathroom equipped with a shower, sink, and toilet, maintained to high hygiene standards, a second shower room and a separate w/c, and are regularly checked for safety.

Safety, Security, and Observation:

Safety is central to the design of the centre. CCTV is installed in all communal areas, hallways, and the external garden to support safe supervision. Bedrooms are private but may have key-operated CCTV installed where authorised by the placing authority for safeguarding purposes. CCTV is managed in line with Regulation 21 of the Residential Family Centres Regulations 2002 and the Information Commissioner's Office code of practice.

All internal doors are fitted with soft closures and locks as appropriate. Staff retain spare keys for access, which is logged and used only when required for safety or emergency intervention. Window restrictors and baby safety gates are installed throughout. Fire alarms, extinguishers, smoke detectors, and emergency lighting are serviced regularly. Evacuation plans are displayed in every corridor and discussed with parents on admission.

Parents are provided with clear guidance on safety protocols, including kitchen access, medication storage, hygiene routines, and supervision expectations. The building layout enables discreet observation while maintaining the dignity and autonomy of families.

Health, Hygiene, and Daily Living:

Every family receives support to maintain high standards of cleanliness, hygiene, and organisation. Parents are encouraged to take responsibility for laundry, cleaning routines, and food preparation as part of their daily assessment. Staff model positive habits and reinforce the importance of safe baby care, nutrition, and environmental hygiene.

All cleaning products, medication, and hazardous materials are kept in locked storage areas. Regular health and safety checks are completed, and all issues are recorded in the maintenance log.

Communication, Learning, and Support:

Imani Living supports families through accessible communication and learning tools. Staff use plain language, visual aids, and written guidance tailored to each parent's needs. Interpreters, advocates, and translated materials are provided where required.

Assessment sessions may include video feedback, structured reflection, and guided learning exercises. Staff model safe care routines, discuss emotional cues, and support parents to interpret their baby's needs.

The centre promotes collaborative working with professionals including social workers, midwives, health visitors, mental health services, and legal representatives. Multi-agency meetings are facilitated on-site or remotely to ensure continuous information sharing and review of progress.

Use of Specialist Equipment and Adaptations:

Where required, families may access equipment such as bottle sterilisers, high chairs, baby monitors, visual schedules, or sensory tools. Equipment is checked weekly for safety and functionality. Individual risk assessments determine whether specialist adaptations or safety measures are needed for each family.

Environmental Comfort and Accessibility:

The home is designed to be calm, well-lit, and temperature controlled. Parents can adjust

lighting and heating in their own rooms for comfort. Repairs and maintenance are logged and completed promptly. The property is not wheelchair accessible due to stair access but can accommodate parents with mild mobility issues. Alternative provisions are discussed at referral stage where access barriers are identified.

Medication and Health Oversight

Medication belonging to parents or babies is stored securely in the staff office in a locked cabinet. Staff support parents in managing baby medication safely under supervision. Any prescribed medication is administered and recorded in accordance with professional guidance and Regulation 19.

Health visitors and GPs remain responsible for medical oversight, with staff supporting attendance at appointments, monitoring wellbeing, and encouraging safe routines.

Summary

Imani Living Residential Family Centre provides a safe, structured, and supportive environment that combines professional oversight with the warmth of a family setting. Every space in the property has been designed to promote safety, reflection, and progress for parents while ensuring babies are safeguarded at all times. The layout supports transparent assessment, dignity, and independence, helping parents to build the confidence and competence required for lasting change.

1.4 Imani Living's Arrangements for Supporting Cultural, Linguistic and Religious Needs

Imani Living recognises and values the diverse cultural, linguistic, and religious backgrounds of all parents and babies placed at the centre. We are committed to creating an environment that is inclusive, respectful, and sensitive to individual identity, belief, and heritage. The centre does not promote any specific faith or ideology, but supports each family to practise their religion and express their culture freely, in line with their beliefs and care plans.

Before admission, staff gather detailed information about each family's cultural background, language needs, and religious preferences. This is recorded in the placement and assessment plan. Where necessary, we engage with family members, social workers, advocates, or interpreters to ensure we understand each parent's values, customs, dietary requirements, and personal routines.

We recognise that some parents may have additional needs which make communication or expression of belief more difficult. In these cases, staff use visual aids, simplified materials, or interpreters to ensure cultural and religious preferences are acknowledged and respected. The centre works with each parent to identify how their beliefs can be incorporated safely and meaningfully into daily life.

Cultural, linguistic, and religious factors are actively considered during assessment. Observations, learning sessions, and parenting reflections are reviewed through the lens of each parent's values, beliefs, and traditions to ensure the assessment is fair, balanced, and free from bias.

Parents are supported to:

- Observe prayer times, meditation, or reflection in private or communal areas.
- Attend religious services or events in the community, supported by staff where required.
- Access spiritual guidance or contact with faith leaders, arranged through community or local authority links.

- Follow dietary practices such as halal, kosher, vegetarian, or fasting periods.
- Dress in accordance with personal or religious preference.
- Participate in celebrations or cultural events that are meaningful to them.

Cultural awareness and inclusion are built into the daily running of the centre. Communal areas include visual representation of diverse families, languages, and cultures to promote belonging. The activity calendar includes recognition of cultural and religious events throughout the year. Where appropriate, parents and staff are encouraged to share their traditions, food, and celebrations to promote respect and understanding across the household.

For parents whose first language is not English, we ensure:

- Access to interpreters during key meetings or assessments.
- Translated materials for key documents, contracts, or consent forms where possible.
- Use of accessible written and visual communication, including pictorial guides and language cards.

Staff are trained in equality, diversity, and inclusion, as well as communication approaches that promote understanding across cultures and languages. They are expected to seek guidance or supervision where they are uncertain about a cultural or religious practice.

The centre actively supports parents who are exploring their identity or beliefs, as well as those who do not follow any religion. Every family is treated with dignity and respect regardless of belief or background. All protected characteristics under the Equality Act 2010 are upheld in full.

Where a belief or practice may raise safeguarding concerns, the centre will work collaboratively with the parent and relevant professionals to find safe, alternative ways to uphold the belief without compromising the welfare of the child. Any restrictions will only be applied when absolutely necessary, and all decisions will be clearly recorded, justified, and reviewed with the placing authority.

Parents who wish to raise concerns about how their cultural or religious needs are being met can access advocacy services or speak directly with the Registered Manager or Responsible Individual. All feedback is logged and used to improve practice and inclusivity across the service.

The leadership team reviews cultural inclusion, equality practice, and accessibility during quarterly governance meetings. Feedback from parents and staff is used to update training, improve communication methods, and ensure inclusion remains an active and measurable part of service delivery.

1.5 Complaints and Representation

Imani Living Residential Family Centre is committed to ensuring that all parents, professionals, and stakeholders are able to raise concerns, share feedback, or make a complaint in a safe, supported, and non-judgmental way. The process is clear, accessible, and responsive to the diverse communication, cognitive, and emotional needs of the families who live at the centre.

Parents are informed of their right to make complaints and representations from the point of admission. Information is explained both verbally and in writing, using accessible formats where needed. This includes Easy Read versions, visual guides, and translated documents for families whose first language is not English.

Key Principles

- All parents are treated with dignity and respect when raising a concern.
- Concerns are taken seriously, handled promptly, and resolved at the lowest appropriate level.
- The process is transparent, and parents are kept informed throughout.
- No one will ever experience disadvantage, bias, or reprisal as a result of making a complaint.
- Staff are trained to recognise both verbal and non-verbal expressions of dissatisfaction and to raise issues on behalf of parents where communication barriers exist.
- The complaints process is reviewed regularly to ensure accessibility and effectiveness.
- Reflective practice is used to help staff understand how feedback and complaints can inform improvement.

Accessibility and Support

- Imani Living supports parents who may have additional needs or barriers to communication by:
 - Providing interpreters or translated materials for those with limited English.
 - Using accessible visual tools such as pictorial guides, feedback cards, or emotion scales.
 - Offering keywork sessions where parents can talk privately and be supported to express any concerns.
 - Encouraging parents to use advocates, legal representatives, or family support workers if they prefer.
 - Providing quiet spaces for discussion when a parent feels distressed or overwhelmed.
 - Allowing written, verbal, or electronic submissions of complaints, including text or email.
- Parents are reminded regularly that they can raise concerns directly with staff, the Registered Manager, or Responsible Individual. A confidential feedback and suggestion box is available in the communal area and checked weekly.
- Where parents have communication difficulties or learning needs, staff use clear, calm language and take time to ensure understanding. Reflection and feedback sessions are arranged to help parents express how they feel about the service or their assessment process

Handling Complaints

- Staff aim to resolve issues early through discussion, mediation, and reassurance.
- If the concern remains unresolved, it progresses to a formal complaint, which is logged and acknowledged in writing within two working days.
- A written response is provided within 14 working days unless an extension is agreed.
- All complaints are reviewed by the Registered Manager and overseen by the Responsible Individual to ensure they are handled fairly and objectively.
- Where a complaint involves staff conduct, the Responsible Individual and, where appropriate, the local authority and Ofsted are notified.
- All complaints are discussed in supervision and management meetings to identify patterns, learning points, and areas for improvement.
- Outcomes and lessons learned are incorporated into ongoing training and practice development.
- Parents are supported to understand the outcome of their complaint using clear and accessible communication methods. For parents with learning difficulties, staff may

use social stories, simplified explanations, or one-to-one sessions to discuss the result and next steps

Safeguarding and Escalation

- Any complaint that involves an allegation of abuse or neglect will be treated as a safeguarding matter and referred immediately to the local authority, LADO, and Ofsted.
- Where the complaint concerns another resident or family, this will be managed sensitively and in line with safeguarding and confidentiality procedures.
- If a parent remains dissatisfied after receiving a formal response, they are advised of their right to escalate the matter to Ofsted or the placing authority.
- Parents can also request independent advocacy at any stage of the process.

Monitoring and Learning

All complaints are logged, reviewed, and monitored to identify trends or repeated concerns. These findings are analysed during management meetings, quarterly governance reviews, and Responsible Individual audits. Feedback is used to improve policy, practice, and staff training. Complaints are also discussed during reflective supervision sessions, helping staff to learn from feedback and strengthen communication and professional practice.

Contact Details for Support

Parents are provided with contact details for the following organisations on admission and throughout their placement:

- Ofsted – 0300 123 1231
- National Youth Advocacy Service (NYAS) – 0808 808 1001
- Citizens Advice Bureau – www.citizensadvice.org.uk
- Local Authority Complaints Team – contact details provided within the placement pack

These contact details are displayed in communal areas in both written and Easy Read formats.

Statement of Assurance

Imani Living promotes a culture of openness, accountability, and continuous learning. Feedback and complaints are viewed as opportunities to strengthen the quality of assessment, communication, and support. The centre is committed to ensuring that every parent, regardless of background or ability, is empowered to express their views, challenge decisions, and feel confident that their voice will be heard and respected.

2. Views, wishes and feelings

2.1 Imani Living's Approach and Policies to Consulting Parents Regarding the Quality of Their Assessment and Support

Imani Living Residential Family Centre is committed to ensuring that all parents are actively consulted about the quality of their experience, the fairness of their assessment, and the support they receive. We recognise that families may arrive at the centre during a time of uncertainty or distress, and it is therefore essential that their voices are heard, respected, and used to improve the quality of our work.

Our approach is guided by the principles of the Care Standards Act 2000, the Residential Family Centres Regulations 2002, and the National Minimum Standards 2022. These require the centre to involve residents in decisions affecting them, to promote choice and

participation, and to ensure feedback shapes both individual assessments and service-wide practice.

Consultation is not a one-off process but a continuous dialogue throughout each placement. Staff engage parents through informal conversation, structured feedback sessions, reflection meetings, and placement reviews. The aim is to ensure that parents understand the purpose of their placement, feel listened to, and have the opportunity to influence how their assessment is conducted and how their support is delivered. Parents are supported to express their views in a range of ways, depending on their individual communication needs and preferences.

This includes:

- One-to-one keywork sessions focused on feedback and reflection.
- Participation in review meetings with their social worker and key professionals.
- Completion of structured feedback forms at the midpoint and end of placement.
- Verbal or written feedback during daily contact with staff.
- Access to independent advocacy services if they wish to be supported in raising issues or concerns.

Where parents have learning disabilities, limited literacy, or English as a second language, we adapt our approach to ensure accessibility. This may include Easy Read materials, visual communication tools, simplified written reports, or interpreter support. Staff are trained to identify and remove barriers that might prevent parents from participating fully in consultation and decision-making.

Feedback from parents is used to:

- Evaluate the fairness and accessibility of assessments.
- Identify improvements in staff communication and support delivery.
- Inform training, supervision, and service development.
- Strengthen transparency and trust between parents and professionals.

Parents are also encouraged to reflect on their own progress and experiences throughout their placement. These reflections are discussed during keywork sessions and, where appropriate, included in assessment reviews to demonstrate growth, learning, and insight.

Staff at Imani Living understand that feedback can be emotionally charged, particularly during assessments involving court proceedings. All discussions are handled with sensitivity, neutrality, and emotional support. Parents are encouraged to express both positive and negative experiences without fear of judgement or impact on their assessment outcomes.

Imani Living conducts regular satisfaction reviews every quarter, analysing parent feedback, complaints, and compliments. Findings are discussed in staff meetings, used to inform ongoing training, and shared with leadership during governance reviews.

For parents who face barriers to participation, such as anxiety, trauma, or communication challenges, the centre uses practical engagement tools such as:

- Emotion scales and visual prompts.
- Social stories and reflective exercises.
- Video-assisted reflection sessions.
- Feedback through interpreters, advocates, or written notes.

Parents are reminded of their right to comment, compliment, or complain at any time. They are provided with clear contact details for the Registered Manager, Responsible Individual,

Ofsted, and local advocacy services. These details are displayed in all communal areas and included in the welcome pack.

Imani Living values every parent's opinion and uses feedback to ensure that the service remains transparent, fair, and responsive to the needs of all families. We are committed to continuous improvement, and our systems for consultation are regularly reviewed to ensure they remain inclusive, accessible, and meaningful for everyone using the centre.

Individualised Equality of Access

Each family at Imani Living receives personalised support that reflects their unique background, language, cultural heritage, gender identity, disability, and life experiences. Our policies and procedures are adapted to ensure full accessibility for parents with learning disabilities, neurodivergence, sensory sensitivities, mental health needs, or limited literacy. This includes simplified documents, Easy Read resources, one-to-one verbal explanation, and visual or practical demonstrations.

All assessment and support plans are tailored to each family's capacity and understanding, ensuring fairness and removing unnecessary barriers. Staff take active steps to ensure that no parent is disadvantaged due to disability, communication needs, or social circumstance.

Neurodiversity-Affirming Practice

Parents who are neurodivergent are supported through a neuro-affirming approach that values difference rather than expecting conformity to neurotypical standards. Staff avoid using compliance-based or punitive strategies and instead focus on clarity, structure, and co-regulation. Emotional regulation, sensory awareness, and predictable routines are prioritised to reduce stress and increase participation in the assessment process.

Training and supervision reinforce the importance of understanding the link between trauma, neurodiversity, and parenting presentation. This ensures that assessment outcomes remain balanced, compassionate, and free from diagnostic bias.

Communication Inclusivity

We recognise that some parents may face challenges with expressive or receptive communication. The centre provides accessible communication support, including interpreters, visual aids, Talking Mats, PECS, Makaton, and simplified written information.

These methods are used proactively within daily routines and reflective sessions, not only when difficulties arise. Staff are expected to adapt their communication style to each parent's needs rather than expecting parents to fit standard formats. This includes pacing information appropriately, providing time to process, and checking for understanding.

Respect for Identity and Intersectionality

We understand that parents may experience multiple layers of disadvantage or discrimination. A parent may be neurodivergent and from an ethnic minority background, or a young parent navigating both gender and cultural expectations.

Care and assessment planning are delivered in a way that recognises and integrates these intersecting identities. The goal is to ensure that no single part of a parent's identity is overlooked or treated as a barrier to fair participation. All staff are trained to work with sensitivity to cultural, gender, and neurodiversity dynamics that may influence parenting style, communication, or presentation.

Staff Training and Accountability

All staff complete training in anti-discriminatory practice, equality law, unconscious bias, inclusive language, and cultural competence. They are expected to challenge discriminatory language, attitudes, or behaviour wherever it appears and to reflect on their own practice in supervision.

These themes are revisited regularly in reflective sessions and performance reviews. Training is extended through case discussions, lived-experience workshops, and updates from equality specialists to ensure continued growth and accountability

Inclusive Environment and Representation

The physical and social environment at Imani Living reflects diversity and inclusion. Communal spaces include visual representation of a wide range of families, cultures, and languages. Reading materials, artwork, and toys reflect different ethnicities, abilities, family types, and faiths.

Lighting, decoration, and layout are calm, accessible, and sensory-friendly. The environment avoids overstimulation and ensures comfort for families with sensory sensitivities or anxiety. Cultural and religious observances, dietary needs, and prayer requirements are fully supported and integrated respectfully into daily routines.

Collaborative and Culturally Competent Care Planning

Assessment and support plans are developed collaboratively with parents, social workers, and relevant professionals. Where necessary, interpreters and cultural advisors are engaged to ensure understanding and respect for each family's beliefs, traditions, and expectations.

Staff are expected to advocate for parents if systemic barriers arise, ensuring fair access to community services, health care, and legal processes. Engagement with faith leaders, local networks, and cultural organisations is encouraged where appropriate.

Zero Tolerance to Discrimination

Imani Living operates a zero-tolerance policy towards discrimination, prejudice, or exclusion from any individual, including staff, visitors, or other residents. Any discriminatory language, microaggressions, or behaviours are addressed immediately, recorded, and investigated in line with the safeguarding and disciplinary procedures.

Staff are trained to identify non-verbal signs of discomfort or exclusion and to respond appropriately, particularly where a parent's communication skills are limited. The centre's culture promotes kindness, respect, and accountability at all levels.

Celebration of Diversity

We celebrate difference as a strength. Families are encouraged to share their customs, languages, and traditions, and to educate others about their background if they wish. The centre's activity calendar includes cultural celebrations, awareness days, and shared meals to promote learning, inclusion, and mutual respect.

Parents are supported to take pride in their identity and to model this positively to their children. Diversity is reflected across resources, discussions, and interactions so that all families feel seen and valued

Monitoring, Review, and Continuous Improvement

The leadership team reviews equality and inclusion practice through quarterly audits, parent feedback, and staff supervision. Themes or issues are discussed in governance meetings and used to inform training, recruitment, and policy development.

Any concerns relating to accessibility or discrimination are addressed promptly, and improvements are recorded and tracked for accountability. Imani Living remains committed to learning, transparency, and ongoing reflection to ensure equality and respect are embedded in all areas of service delivery.

2.3 Parents Rights

Imani Living Residential Family Centre is committed to promoting and protecting the rights of all parents and babies placed at the centre. Every parent, regardless of background, ability, or circumstance, has the right to be treated with dignity, respect, and fairness, and to have their voice heard in all matters affecting them and their child.

We fully endorse the principles of the Human Rights Act 1998 and the Equality Act 2010, ensuring that all families are supported in an environment free from discrimination, coercion, or bias. Our approach also reflects the spirit of the United Nations Convention on the Rights of the Child (UNCRC), with emphasis on the parent's responsibility to protect and promote their child's welfare within a fair, transparent, and supportive system.

Parents' rights are embedded in the daily operation of the centre and form the foundation of how assessments are conducted, decisions are made, and support is delivered.

We promote and protect parents' rights through the following actions:

- Ensuring every parent receives clear, accessible information about the assessment process, their responsibilities, and their rights to representation and feedback.
- Explaining confidentiality, data protection, and privacy expectations during admission and throughout the placement.
- Providing parents with copies of all relevant policies, including the complaints procedure, safeguarding policy, and assessment framework.
- Supporting parents to access advocacy, legal representation, or independent advice at any stage of the placement.
- Offering interpreters, translators, or accessible formats for parents with communication or literacy needs.
- Treating every parent with dignity and respect, regardless of their history, beliefs, or level of understanding.
- Supporting parents to participate fully in decisions about their child's care and assessment. Parents are informed of the purpose of each meeting, what information is being discussed, and how their views will be represented.
- Ensuring parents are aware of their right to comment, compliment, or complain without fear of discrimination or reprisal.
- Promoting transparency in assessment by providing regular feedback sessions where parents can discuss progress, raise questions, and clarify information.
- Upholding each parent's right to privacy, particularly in relation to personal space, belongings, and baby care activities, while maintaining appropriate supervision for safeguarding purposes.
- Supporting parents to understand and exercise their parental responsibilities safely and confidently.

- Ensuring parents understand their rights in relation to consent, data sharing, and access to records

Safeguarding and Accountability

- Any allegation or concern raised by a parent about staff conduct is taken seriously, logged, and investigated promptly by the Registered Manager and Responsible Individual.
- Parents are informed about how safeguarding concerns are managed and who to contact if they wish to raise a concern outside the centre.
- A whistleblowing culture is promoted to allow staff or parents to report malpractice or safeguarding concerns without fear of consequence.
- Where a parent or baby's welfare is at risk, staff act immediately and in accordance with safeguarding procedures, ensuring transparency and multi-agency involvement.

Advocacy and Representation

Parents are informed of their right to independent advocacy during admission. Contact details for local and national advocacy organisations are displayed in all communal areas and included in the welcome pack. Advocacy is offered particularly where a parent may have learning disabilities, communication challenges, or anxiety about expressing views.

Advocates and representatives are welcomed to attend meetings, case discussions, and reviews alongside parents to ensure fair representation. Parents are also supported to write or record statements in their preferred format to be included in assessment documentation.

Participation and Choice Respect

Parents are encouraged to be active participants in their assessment and in day-to-day decisions relating to their care and their child's routines. Staff explain which decisions parents can influence and which are determined by safeguarding or professional requirements. This promotes clarity, reduces confusion, and builds trust.

Every parent is given opportunities to express their opinions on the service through:

- Structured feedback sessions.
- End-of-placement evaluation forms.
- Keywork reflections.
- Informal conversations with staff or management.

Feedback is used to inform continuous improvement and service development.

Privacy and Dignity

Privacy is a fundamental right for all parents. Bedrooms and personal spaces are private unless risk assessments indicate that monitoring is necessary for the safety of the parent or baby. All monitoring, including CCTV use, is transparent and compliant with the Information Commissioner's Office guidance and Regulation 21 of the Residential Family Centres Regulations 2002.

Personal information is kept confidential in accordance with the Data Protection Act 2018 and UK GDPR. Records are stored securely and only shared with relevant professionals when required by law or by agreement.

Learning and Support

Parents have the right to be supported to understand and meet their child's developmental, health, and emotional needs. Staff provide guidance, modelling, and educational resources tailored to each parent's learning style and capacity. Mistakes are treated as learning opportunities within a supportive and non-punitive framework.

Parents are helped to recognise their strengths, understand their challenges, and develop practical strategies for safe parenting. All teaching and feedback are delivered respectfully and with emotional sensitivity

Monitoring and Continuous Improvement

The leadership team regularly reviews how parents' rights are upheld through complaints analysis, feedback audits, and supervision records. Any gaps identified are addressed through additional training, policy review, or procedural changes.

Findings are discussed in management meetings and included in governance reports reviewed by the Responsible Individual. Learning from feedback and complaints is embedded into ongoing improvement work.

Summary

Imani Living Residential Family Centre strives to create an environment where parents feel empowered, respected, and informed. Upholding rights is not a procedural exercise but a daily practice woven through every interaction, meeting, and assessment.

By promoting fairness, accessibility, and transparency, we ensure that every parent and baby at Imani Living is treated with compassion and integrity, and that all decisions are guided by the principles of safety, respect, and human rights

3. Education

Education and learning form a vital part of the support provided at Imani Living Residential Family Centre. The development of both the parent and the baby is at the heart of our work. The centre supports parents to understand the importance of early learning, stimulation, and developmental milestones, helping them to promote their baby's physical, emotional, and cognitive growth.

We recognise that many parents may have had disrupted education or limited access to learning opportunities. Some may face barriers such as learning disabilities, literacy challenges, or social disadvantage. Imani Living supports each parent to develop the knowledge, confidence, and practical skills needed to create a nurturing home learning environment for their child.

Our approach integrates education, life skills, and parenting development into daily routines. Parents are encouraged to learn through practical experience, guided reflection, and observation. This ensures that learning is meaningful, accessible, and sustainable beyond their placement.

Key Features:

- All parents receive structured support and guidance on child development, attachment, play, and early learning.

- Staff work in partnership with health visitors, early years professionals, and local children's centres to support access to community learning resources.
- Each baby's developmental milestones are monitored using appropriate frameworks such as the Early Years Foundation Stage (EYFS). Observations are recorded and shared with parents to encourage understanding and participation.
- Parents are supported to understand the importance of reading, play, communication, and emotional bonding as part of their child's early education.
- The centre provides access to age-appropriate toys, books, and sensory play materials that promote stimulation and learning.
- Educational guidance for parents includes nutrition, routines, sleep, emotional regulation, and developmental progress.
- Parents are encouraged to engage in adult learning opportunities, such as literacy, numeracy, or parenting courses, through local colleges or online programmes.
- Where parents have specific learning disabilities or barriers, educational materials are adapted into Easy Read formats or supported by one-to-one sessions with staff.
- Staff are trained in supporting parents with a range of cognitive and learning needs, including autism, ADHD, and intellectual disability.
- Communication aids, visual timetables, and digital tools are used to make information clear, accessible, and engaging.
- Parents are supported to understand how to respond appropriately to their baby's cues and needs, building skills in communication, play, and attachment.
- Developmental concerns identified during placement are discussed with the placing authority and relevant professionals, ensuring timely referrals to health visitors, paediatricians, or early years services.
- Learning sessions and workshops are embedded within the placement plan, including baby care, emotional wellbeing, and household management.
- Parents are encouraged to model positive behaviour, routine, and emotional regulation through daily interactions with their baby.
- Staff track each parent's progress in understanding and applying learning, using reflection notes and observation records as part of the assessment process

We are committed to helping children see themselves as learners, no matter their starting point, and work alongside all professionals to maximise every child's educational experience and achievements.

Educational Partnership and Multi-Agency Working

Imani Living works closely with local authorities, early years teams, and community learning services to ensure families receive consistent educational support. Staff liaise regularly with social workers, health visitors, and family support practitioners to align assessment goals with developmental progress.

Where needed, external professionals such as speech and language therapists, occupational therapists, and psychologists are consulted to support both the parent's learning style and the baby's development.

Parents are also encouraged to access local adult education and training providers to enhance their long-term prospects and promote self-reliance.

Monitoring and Evaluation

The Registered Manager and Key Workers monitor each parent's engagement in learning and parenting development throughout their placement. Progress is discussed in keywork sessions and review meetings, with feedback provided in clear and supportive language.

Educational outcomes are measured through:

- Observation of parent-baby interactions.
- Reflection sessions and feedback notes.
- Progress against assessment and placement plan objectives.
- Engagement in structured and informal learning activities.

All findings contribute to the final assessment report, ensuring that learning and development are evidenced, measurable, and directly linked to the parent's ability to meet their child's needs.

4. Enjoyment and achievement

Imani Living Residential Family Centre recognises that enjoyment and achievement are key elements in helping parents and babies thrive during placement. Families often arrive in the centre during a time of uncertainty, stress, or transition. Creating opportunities for positive experiences, relaxation, and success helps build trust, confidence, and resilience.

Our role is to provide an environment where parents and babies can enjoy daily life together while developing the skills and routines that promote healthy attachment, emotional wellbeing, and stability.

Promoting Emotional Safety and Engagement

Parents are supported to settle into the centre through consistent routines, open communication, and a calm, structured environment. Staff work closely with each family to identify what activities and routines bring them comfort and joy.

We believe that enjoyment builds motivation and supports learning. When parents feel valued, supported, and capable, they are more likely to engage meaningfully in their assessment and develop the confidence needed to care safely for their child.

Every family is encouraged to participate in activities that promote bonding, independence, and a sense of achievement. These include shared play sessions, community engagement, life skills learning, and personal development activities tailored to the parent's interests, culture, and learning style.

Parent and Baby Activities

Activities are designed to strengthen parent-child relationships, support learning, and enhance emotional connection. These include:

- Daily shared play and sensory sessions designed to promote attachment and early communication.
- Outdoor walks, nature exploration, and baby-friendly community visits that promote physical wellbeing.
- Cooking, nutrition, and home organisation sessions that build life skills and confidence.
- Creative sessions such as art, crafts, music, and storytelling, helping parents express themselves and connect with their baby in nurturing ways.
- Group learning opportunities, such as parenting workshops or peer support sessions, encouraging shared learning and mutual encouragement.

Staff support parents to plan and lead play sessions, helping them recognise their baby's cues and adapt to their child's developmental stage. Each activity is followed by reflection time where parents are encouraged to discuss what went well, what could be improved, and how they felt during the experience.

Personal Growth and Learning for Parents

Achievement is not measured by comparison to others but by individual progress. Parents are encouraged to set realistic personal goals related to daily routines, emotional regulation, and practical caregiving skills.

Staff record and review these goals within placement plans and assessment reports. Progress is celebrated, whether it is completing a daily routine independently, managing stress more effectively, or demonstrating improved confidence in responding to the baby's needs.

Where appropriate, the centre supports parents to explore community interests or adult education opportunities to enhance self-esteem and independence.

Accessibility and Inclusion

Activities are adapted to ensure that all parents, including those with learning disabilities, neurodivergence, or mental health needs, can participate meaningfully. Staff use accessible materials, visual prompts, and one-to-one guidance to support understanding and confidence.

Cultural and religious needs are fully respected. Parents are encouraged to share their traditions and to celebrate festivals, special occasions, and cultural events in ways that are personal and meaningful. The centre provides space for prayer, reflection, or quiet time upon request.

Community Involvement and Positive Relationships

Families are supported to engage with local community resources safely and appropriately. This may include visits to libraries, baby groups, sensory play centres, or family hubs. These experiences help parents to develop confidence in managing their baby outside the centre and build links with supportive local services.

Staff encourage parents to take pride in their achievements and to share successes in review meetings and group discussions. Photographs, reflection notes, and creative projects are used to help parents recognise their progress and build a sense of accomplishment.

Monitoring and Reflection

Enjoyment and achievement are recorded as part of each family's placement plan. Staff review participation and progress regularly through keywork sessions and reflective supervision. These observations feed into the overall assessment report and demonstrate the parent's capacity for positive engagement, consistency, and motivation.

Feedback from parents about activities and support is collected through individual sessions and group meetings. Suggestions are used to improve the programme, ensuring that activities remain relevant, inclusive, and engaging.

Commitment to Wellbeing

Imani Living believes that joy, purpose, and connection are essential parts of family life. By promoting shared enjoyment, meaningful activity, and achievable success, we help parents and babies build confidence, strengthen attachment, and experience the positive aspects of parenting that support long-term wellbeing and independence.

5. Health

Imani Living Residential Family Centre is committed to supporting the physical, emotional, and mental health of both parents and babies throughout their stay. We recognise that many families arrive with complex health needs, varied life experiences, and differing levels of

understanding about self-care, nutrition, and child health. Our approach is proactive, inclusive, and grounded in trauma-informed practice.

We work in partnership with health professionals and placing authorities to ensure every family has access to high-quality healthcare, health education, and specialist support where required. Each family receives an individualised health plan covering both the parent and baby's needs, developed during the admission stage and reviewed regularly throughout placement.

Healthcare Planning and Registration

Upon admission, all parents and babies are registered with a local GP, dentist, and health visitor. Where families are already under the care of specific health professionals or hospital services, handovers are arranged to ensure continuity. Health appointments are prioritised and attended with appropriate staff support.

Imani Living maintains strong working relationships with local healthcare providers who are familiar with the needs of families undergoing assessment. We ensure clear communication between services to reduce delay, duplication, or confusion.

Referrals are made promptly for any identified concerns, including mental health, physical health, or developmental issues. The Registered Manager oversees all referrals and follow-up to ensure each family receives timely and effective care.

Parental Health and Wellbeing

Parents are encouraged and supported to take an active role in their own health and that of their baby. This includes:

- Encouragement to attend GP and dental appointments, health checks, and mental health services.
- Education on healthy lifestyle choices, including nutrition, hydration, exercise, and sleep.
- Access to information on sexual health, contraception, and emotional wellbeing.
- Support with managing chronic conditions, medication, and personal care needs.
- Guidance on managing stress, anxiety, and postnatal mental health.

Staff promote positive attitudes toward health through daily routines and discussion. For parents with learning disabilities or low health literacy, materials are simplified using Easy Read formats, visual tools, and one-to-one education.

We also ensure parents are supported in addressing substance use, smoking, or other health risks through non-judgemental engagement and access to external support services.

Baby Health and Development

The baby's health, growth, and development are monitored closely in partnership with the health visitor, GP, and other professionals. Each baby has an individual health and development plan that includes:

- Routine health visitor and GP checks.
- Immunisation schedule monitoring and record keeping.
- Weight, feeding, and sleep pattern tracking.
- Observation of developmental milestones, attachment, and emotional wellbeing.
- Referral to specialist services such as paediatrics, physiotherapy, or speech and language therapy if required.

Parents are actively involved in these processes. Staff support them to understand the importance of medical appointments, to attend on time, and to learn how to communicate confidently with professionals.

Medication Management

Medication is managed in line with regulatory standards and Imani Living's internal Medication Policy.

- Medication for parents or babies is stored securely in a locked cabinet within the staff office.
- Only trained staff administer medication, and all administration is recorded accurately in MAR charts.
- Audits are completed weekly to ensure compliance and safety.
- Staff are trained in administering first aid and basic life support for both adults and infants.

Where parents are prescribed medication, staff provide education on safe use, side effects, and storage. Where medication is for the baby, parents are supported to understand correct administration and dosage as part of their parenting education.

Health Education and Lifestyle Support

Health education is delivered through structured sessions and informal discussions covering:

- Nutrition and meal planning for both parents and babies.
- Hygiene, infection control, and home safety.
- Infant feeding, including breastfeeding and bottle-feeding guidance.
- Sleep routines and safe sleep practice.
- Mental and emotional wellbeing, including postnatal support.
- Reproductive and sexual health awareness.

All sessions are delivered in a sensitive, supportive way and adapted to the parent's learning style. Staff use real-life modelling, demonstrations, and reflection to help parents understand how to maintain a healthy lifestyle and respond to their baby's needs.

Mental Health and Emotional Wellbeing

We recognise that emotional wellbeing is central to parenting capacity. Many parents may have experienced trauma, loss, or instability that affects their confidence and mental health. Staff are trained to recognise signs of anxiety, depression, or emotional distress and to respond calmly and supportively.

Imani Living works in partnership with perinatal mental health teams, community mental health services, and voluntary support networks. Where needed, we assist parents in accessing therapy, counselling, or crisis support.

Reflective sessions and keywork discussions are used to help parents understand their emotions, build resilience, and develop positive coping strategies. The aim is to create a safe space where parents can explore challenges without fear of judgement.

Therapeutic and Specialist Support

Where required, Imani Living engages external professionals such as psychologists, occupational therapists, dietitians, or health visitors to provide specialist input. Assessments may include attachment observations, sensory profiles, or cognitive evaluations to support a fuller understanding of each parent's strengths and needs.

Staff receive regular supervision and reflective practice sessions to ensure the emotional impact of this work is managed effectively and to maintain high-quality, compassionate care.

Cultural and Religious Considerations

Health and wellbeing planning always respects cultural, religious, and personal beliefs. This includes dietary requirements, fasting observances, gender preferences for healthcare providers, and use of culturally appropriate remedies. We make reasonable adjustments to support participation while maintaining safety and wellbeing for the baby.

Monitoring and Continuous Improvement

Health plans are reviewed regularly through placement reviews, daily records, and professional meetings. Any change in health status or emerging concern is shared promptly with the placing authority and relevant professionals.

Leadership oversight is maintained through audits, supervision, and Regulation 25 monitoring visits. Outcomes from these reviews are used to strengthen staff training, update procedures, and ensure practice remains evidence-based.

Commitment to Holistic Health

Imani Living believes that good health underpins every aspect of parenting and child development. By combining education, advocacy, and consistent support, we help families develop sustainable habits, confidence, and understanding that extend beyond placement.

Our goal is to ensure that both parent and baby leave the centre with improved wellbeing, stronger health awareness, and the capacity to access and maintain healthcare independently in the community.

6. Positive Relationships

Imani Living Residential Family Centre recognises that positive, nurturing relationships are central to a parent's ability to care safely and to a baby's healthy development. Our approach promotes attachment, trust, and emotional connection, both within the parent-child relationship and between families and the wider support network.

We understand that many families' entering residential assessment may have experienced disrupted relationships, trauma, or involvement with social care services that has affected trust and confidence. Our role is to create a safe and respectful environment where relationships can be rebuilt, and parents can demonstrate their capacity to form and sustain healthy attachments with their baby.

Parent and Baby Relationship

The foundation of all work at Imani Living is the parent-baby relationship. Staff model and promote responsive, attuned care to help parents understand their baby's emotional and physical needs. This includes:

- Supporting parents to recognise and respond to their baby's cues for comfort, feeding, and attention.
- Encouraging skin-to-skin contact, positive touch, and eye contact to strengthen bonding.
- Using reflective keywork sessions to explore feelings, stress, and attachment.
- Helping parents develop emotional regulation strategies so they can remain calm and responsive during challenging moments.
- Encouraging participation in shared play, feeding, bath time, and bedtime routines as opportunities for connection and learning.

Staff use observation, encouragement, and feedback to reinforce positive interactions, helping parents understand how their baby communicates and how their responses shape the baby's development.

Family and Support Networks

Contact with wider family members, partners, or friends may be an important part of a parent's support system. Such contact is arranged in accordance with the placing authority's plan and only when it is assessed as safe and in the baby's best interests.

The centre works closely with social workers to facilitate safe, structured contact with relatives or significant others where this contributes positively to the parent or baby's wellbeing. Each contact arrangement is supported by a risk assessment and agreed supervision level.

Contact can take place within the centre or off-site, depending on the nature of the relationship, the level of supervision required, and the parent's progress in placement. When contact takes place at Imani Living, a private and comfortable space is provided to maintain dignity and confidentiality.

Staff prepare parents for contact sessions by discussing expectations, boundaries, and emotional readiness. Afterwards, staff support reflection through discussion or written feedback, helping parents process the experience and understand the impact on their child.

Supervised Contact and Emotional Support

Where contact involves other children, family members, or partners, staff provide supervision as required. The purpose of supervision is to ensure safety, observe interactions, and promote positive engagement. Staff adopt a balanced approach that supports relationship-building while maintaining the safety and welfare of the baby.

After each supervised contact, staff provide verbal and written feedback to the parent and social worker. Observations are factual, non-judgemental, and focused on the child's experience and welfare.

Some contact experiences may be emotionally challenging for parents. Staff are trained to provide calm and reflective support, helping parents to manage strong emotions constructively. If necessary, additional therapeutic input or professional advice is sought to maintain emotional stability and prevent escalation.

Communication and Boundaries

Parents are encouraged to maintain appropriate communication with family members through phone calls, video calls, or written correspondence, where this is permitted by the placing authority. Staff supervise or support communication where necessary to ensure it remains safe, appropriate, and in the best interests of the baby.

Any restriction or limitation on contact is always based on an assessed safeguarding need. Such decisions are proportionate, clearly explained to the parent, and reviewed regularly in partnership with the placing authority.

Promoting Respectful and Safe Relationships

Imani Living promotes healthy and respectful relationships within the centre community. Parents are supported to interact positively with others, manage conflict appropriately, and maintain clear boundaries. Staff intervene promptly if behaviour or communication becomes unsafe or distressing for others.

All staff model respectful communication, empathy, and professionalism, reinforcing positive relational behaviour through example. Parents are reminded that the centre is a shared

environment where mutual respect, privacy, and consideration for others are expected at all times.

Cultural and Religious Sensitivity in Relationships

We recognise that relationships and family roles may be influenced by cultural, religious, or social factors. Staff receive training in cultural competence and work sensitively to support each family's beliefs and values. Where relevant, interpreters or cultural advisors are involved to help bridge understanding and promote inclusion.

Parents are encouraged to share traditions and values that are important to them, particularly where these influence parenting style or family dynamics.

Monitoring and Review

All relationship dynamics, contact arrangements, and emotional responses are reviewed as part of the ongoing assessment. Observations and progress are discussed during placement reviews, and findings are reflected in the final assessment report.

Any emerging concerns or positive developments are shared promptly with the placing authority. The goal is always to ensure that relationships support the baby's safety, attachment, and long-term emotional wellbeing.

Commitment to Positive Relationships

Imani Living believes that strong, safe relationships are the foundation for positive parenting and long-term stability. By modelling trust, respect, and empathy, and by providing consistent guidance and emotional support, we help families build the skills and resilience they need to maintain healthy connections beyond placement.

7. Protection of Children

7.1 Safeguarding

Imani Living Residential Family Centre is committed to ensuring the safety, protection, and wellbeing of all parents and babies placed at the centre. Safeguarding is at the heart of every aspect of our work and underpins all decisions, assessments, and interactions.

The centre's safeguarding policy and procedures are fully aligned with the Residential Family Centres Regulations 2002, the Working Together to Safeguard Children 2023 guidance, and the local Safeguarding Partnership arrangements. All staff are trained, confident, and supported to identify, report, and respond effectively to concerns regarding abuse, neglect, or risk of harm to either parent or child.

Safeguarding Principles

Imani Living's safeguarding approach is guided by the following principles:

- The safety and welfare of the baby is paramount.
- Parents have the right to fair and respectful assessment within a safe environment.
- Staff have a professional duty to protect both children and adults from harm.
- Concerns are acted upon immediately, shared with relevant professionals, and recorded clearly.
- All safeguarding practice is child-focused, trauma-informed, and transparent.

All staff have a clear understanding of what constitutes abuse or neglect, including physical, emotional, sexual, and financial abuse, as well as neglect, coercive control, and domestic

violence. Staff are also trained to recognise risk indicators related to parental mental health, substance misuse, and unsafe caregiving behaviours.

Safeguarding Structure and Partnerships

In line with current statutory arrangements, Imani Living works closely with the local Safeguarding Partners:

- The Local Authority (Children's Services)
- The Integrated Care Board (health partner)
- The Chief Officer of Police

These partners provide the local framework for safeguarding procedures, training, and escalation. Imani Living has established contact with the Local Authority Designated Officer (LADO) for the management of allegations against staff. All safeguarding concerns are managed in line with local inter-agency thresholds and reporting pathways.

The Registered Manager maintains active links with the Multi-Agency Safeguarding Hub (MASH), health visitors, social workers, and police safeguarding teams, ensuring early identification of risk and consistent communication across agencies.

Responding to Concerns or Allegations

All staff are trained to respond appropriately to allegations or suspicions of abuse, whether relating to a parent, baby, staff member, or visitor. They are instructed to:

- Listen without judgement.
- Avoid leading questions or offering confidentiality.
- Record information factually and promptly.
- Report immediately to the Registered Manager or the senior on duty.

If the allegation involves the Registered Manager, the matter is referred directly to the Responsible Individual and the LADO. Immediate protective action is taken where necessary to ensure safety while the allegation is investigated.

All referrals are made without delay, and outcomes are tracked to ensure appropriate resolution.

Safeguarding Parents and Babies During Assessment

Because the centre accommodates both parents and their babies, safeguarding practice must consider the needs of both individuals. This includes:

- Protecting babies from harm, neglect, or unsafe care practices.
- Supporting parents who may be vulnerable due to trauma, learning disability, mental health needs, or domestic abuse.
- Balancing parental learning opportunities with safety and supervision requirements.
- Promoting open discussion around risk and responsibility without fear or blame.

Supervision levels and monitoring arrangements are set out in each family's placement plan and reviewed regularly. Staff are trained to recognise when risk levels change and to act immediately.

Where concerns arise about parenting capacity or the baby's welfare, these are recorded factually, reported to the placing authority, and discussed in review meetings. Urgent safeguarding concerns are escalated to the social worker, the MASH team, and the police if necessary.

Staff Training and Competence

All staff complete safeguarding induction training before working unsupervised with families. This includes:

- Recognising signs of abuse, neglect, and coercive control.
- Understanding thresholds for intervention and referral.
- Managing allegations and whistleblowing.
- Responding to non-verbal or behavioural indicators of harm.
- Managing risk where mental health, substance misuse, or domestic violence are present.

Training is refreshed annually and supplemented with additional modules on trauma-informed care, safer recruitment, and professional boundaries.

Supervision and reflective practice sessions are used to reinforce staff understanding and to discuss safeguarding dilemmas. Staff are encouraged to escalate concerns immediately and to use supervision to review how safeguarding is managed in complex cases.

Recording, Reporting, and Oversight

All safeguarding incidents, concerns, and referrals are logged in the Safeguarding Register and monitored by the Registered Manager and Responsible Individual.

Records include details of:

- The concern raised and when it occurred.
- Actions taken and referrals made.
- Feedback received from external agencies.
- Any changes to supervision or care planning as a result.

Patterns and emerging risks are reviewed in team meetings and governance reviews to ensure early intervention and systemic learning.

Whistleblowing and Safe Practice Culture

Imani Living operates a clear whistleblowing policy. All staff are encouraged to raise concerns about unsafe practice, misconduct, or organisational risk without fear of reprisal.

The culture within the centre promotes openness, learning, and accountability. Staff are reminded that safeguarding is everyone's responsibility, and that professional curiosity is essential to maintaining safety.

Supporting Parents to Understand Safeguarding

Parents are provided with clear, accessible information about safeguarding during admission and throughout placement. This includes:

- Their responsibility to protect their child.
- How to raise concerns about their own safety or the safety of others.
- Who to contact if they have worries about their baby or another family in the centre.
- How the centre works with social services and other agencies to keep everyone safe.

Information is available in Easy Read and translated formats, and staff use visual aids or simplified explanations for parents with communication or learning needs.

Commitment to Safe, Transparent Practice

Imani Living ensures that safeguarding is proactive, evidence-based, and reviewed continuously. Every safeguarding incident or concern is treated as an opportunity to learn and strengthen practice.

Leadership oversight is maintained through internal audits, supervision, Regulation 25 monitoring visits, and external inspections.

The centre's approach ensures that every baby is protected, every parent is treated fairly, and all decisions are made openly, collaboratively, and in the best interests of the child.

7.2 Anti-Bullying Procedures for Staff

Imani Living Residential Family Centre is committed to providing a safe and respectful environment where all parents, babies, and staff are protected from bullying, intimidation, or harassment. Every person has the right to live and work in an atmosphere of trust, dignity, and mutual respect.

Bullying, discrimination, or harassment of any kind is not tolerated within the centre. This includes physical, verbal, emotional, or psychological behaviour that causes distress, fear, or humiliation. The policy applies equally to parents, staff, visitors, and professionals working in or visiting the centre.

Anti-Bullying Approach

Bullying is defined as any behaviour that intentionally causes physical or emotional harm, involves an abuse of power, or creates an environment where a person feels unsafe or threatened.

Examples include:

- Verbal abuse or intimidation
- Name-calling or personal insults
- Humiliation or ridicule
- Exclusion or isolation of others
- Threatening behaviour
- Malicious gossip or spreading false information
- Cyber or digital harassment
- Discrimination based on race, gender, disability, religion, sexuality, or background

The centre promotes a zero-tolerance approach to such behaviour. All incidents are addressed promptly, recorded, and reviewed to ensure fairness, transparency, and learning.

Preventive Culture

Imani Living promotes an open and respectful culture where staff model positive communication and empathy in all interactions. Parents are encouraged to discuss concerns early, and staff are trained to de-escalate tensions and resolve conflicts before they escalate.

Clear house expectations are discussed during admission and revisited in group meetings and one-to-one sessions. Parents are reminded that respect and kindness are non-negotiable expectations for everyone living or working at the centre.

Staff use restorative approaches to address conflict, focusing on understanding impact, rebuilding trust, and supporting emotional regulation rather than punishment.

Responding to Bullying Concerns

All concerns or allegations of bullying are taken seriously and managed in line with safeguarding and whistleblowing procedures. When bullying is suspected or reported, staff must:

- Listen carefully and take all reports seriously.
- Record factual details promptly and accurately.
- Inform the Registered Manager immediately.
- Take any immediate steps required to ensure safety.
- Avoid confrontation or escalation during the incident.

The Registered Manager investigates all reports, ensuring both the alleged victim and the alleged perpetrator are treated fairly. Investigations are confidential, evidence-based, and concluded within reasonable timescales.

Where bullying behaviour is confirmed, the manager decides appropriate action which may include mediation, written warnings, or changes to supervision or placement plans. Where there is evidence of criminal harassment or threats, the police and placing authority are informed immediately.

All findings and actions are recorded in the centre's incident log and reviewed in governance meetings.

Bullying Involving Staff

If a parent or staff member reports bullying or harassment by another member of staff, the complaint is managed under the centre's grievance, safeguarding, or disciplinary procedures as appropriate. The Responsible Individual and LADO are informed without delay where the allegation suggests misconduct or risk of harm.

Staff are expected to challenge and report any unprofessional behaviour they observe, regardless of seniority. A culture of silence or avoidance is not acceptable. Whistleblowing procedures are in place and are explained clearly to all staff during induction and supervision.

Bullying Between Families or Residents

Where conflict arises between parents within the centre, staff assess the situation and intervene immediately to prevent escalation.

This may involve:

- Separating individuals and providing space to calm.
- Mediating with both parties to establish boundaries.
- Reviewing placement compatibility or supervision levels.
- Updating risk assessments and care plans.

Staff support all parents involved to reflect on the situation and understand the emotional impact of their behaviour. The aim is always to restore safety, learning, and mutual respect. Where a baby's wellbeing could be compromised, protective measures are implemented immediately, including additional supervision or temporary separation of families.

Training and Accountability

All staff receive training in de-escalation, professional boundaries, equality and diversity, and conflict resolution. Training is refreshed annually and reviewed through supervision.

Supervisors and managers monitor team dynamics to identify signs of stress, hostility, or emerging conflict early. Reflective practice sessions allow staff to discuss complex interpersonal situations safely and to maintain professional empathy.

The Registered Manager ensures that any pattern of conflict or bullying behaviour is addressed swiftly and transparently. Lessons learned are discussed in staff meetings and incorporated into ongoing improvement planning.

Monitoring and Oversight

All bullying or harassment incidents are recorded, reviewed, and reported to the Responsible Individual. The data is analysed quarterly to identify patterns, trends, or systemic issues.

The findings inform training needs, policy updates, and any environmental changes that could reduce risk. The outcomes of serious cases are also shared in Regulation 25 monitoring visits and inspection reviews to ensure accountability and transparency.

Commitment to a Safe and Respectful Environment

Imani Living is committed to maintaining a calm, safe, and inclusive atmosphere where every individual feels valued and secure. Respect and kindness are expected from everyone, regardless of role or circumstance.

By promoting empathy, open communication, and accountability, the centre ensures that both parents and staff can live and work without fear of bullying or intimidation, allowing families to focus on learning, growth, and positive outcomes.

7.3 Principles for reporting procedures are as follows:

All reported incidents of bullying, harassment, or intimidation within Imani Living Residential Family Centre are treated seriously and investigated thoroughly. This applies to incidents involving parents, babies, staff, or visitors.

Reports are handled confidentially and with sensitivity to ensure that all individuals involved feel safe, respected, and supported. The primary aim is to restore safety and wellbeing for everyone while addressing behaviour in a fair and proportionate way.

Support for all parties is an essential part of the process. Parents and staff are offered emotional support, debriefing, and access to advocacy or external counselling if appropriate. Where a situation involves potential harm or criminal behaviour, management will discuss with the placing authority and, if warranted, consult the police.

Management and staff work collaboratively with any individual identified as having displayed bullying or intimidating behaviour. The goal is to understand underlying causes, provide behavioural guidance, and implement a structured plan for improvement. Behavioural progress is monitored and reviewed during supervision and family review meetings.

If bullying or harassment is repeated, escalates, or presents serious risk to others, a multi-agency meeting is convened. Senior management, the placing authority, and relevant professionals will attend to review risk, intervention strategies, and the sustainability of the placement. Every effort is made to resolve issues through restorative and therapeutic methods before any final decisions about placement are made.

Where a parent has a learning disability, mental health need, or communication difficulty, reasonable adjustments are made to ensure they can take part fully in the reporting process. This may include the use of simplified written materials, Easy Read documents, visual tools, Makaton, Talking Mats, or support from an advocate or interpreter.

For parents who are non-verbal, minimally verbal, or have limited expressive communication, staff observe and document behavioural or emotional cues that may indicate distress, fear, or discomfort. Staff record all observations factually and escalate concerns through safeguarding procedures even if no direct disclosure has been made.

All incidents are recorded in the individual's case record and logged in the centre's central incident register. This register is monitored by the Registered Manager and reviewed regularly to identify any patterns, repeat concerns, or emerging risks. Findings are discussed in team meetings, supervision, and management reviews to ensure learning and consistent practice.

The centre liaises with professionals such as social workers, psychologists, learning disability specialists, or therapeutic practitioners where required to ensure interventions are appropriate to the individual's cognitive, emotional, and social needs.

Restorative practice is encouraged where safe and appropriate. Facilitated discussions or mediation sessions may be offered to help individuals understand impact, repair relationships, and rebuild trust.

Parents and, where appropriate, older children are supported to give feedback on how they feel incidents have been managed. Their views are recorded and used to review procedures and improve practice.

Preventative work is central to the centre's culture. Parents and families are supported through one-to-one and group sessions to build empathy, communication, and self-awareness. Staff use structured activities, reflection exercises, and guided discussions to promote emotional intelligence and conflict resolution skills.

Staff are trained to monitor group dynamics and interactions within shared areas such as kitchens, lounges, and gardens. Early signs of tension, exclusion, or distress are logged and followed up immediately.

Families, social workers, and relevant professionals are informed of any incidents involving their placement, whether as the victim or as the person alleged to have caused harm. Communication is handled with care and in line with confidentiality and safeguarding requirements.

Staff involved in managing incidents are offered debriefing and reflective supervision. This helps ensure consistent, safe, and emotionally informed practice.

The bullying and incident logs are reviewed every three months by the Registered Manager and Responsible Individual. These reviews identify patterns, recurring themes, or systemic issues that require action. Findings are used to inform staff training, improve procedures, and maintain a positive, respectful, and safe environment for all residents and staff.

7.4 Dealing with those who have been alleged to have bullied

At Imani Living Residential Family Centre, all allegations of bullying or intimidation are investigated fairly, promptly, and in a way that supports learning, accountability, and emotional safety. The focus is on understanding behaviour, protecting others from harm, and promoting lasting positive change.

Where a person (parent, staff member, or visitor) is alleged to have bullied another individual within the centre, they will be spoken to individually as part of a structured and non-confrontational process. The aim of this discussion is to understand the reasons for the behaviour and identify whether it stems from stress, frustration, misunderstanding, or unmet emotional needs.

Staff conducting the interviews will remain calm, neutral, and supportive throughout. Where a parent or staff member has learning disabilities, mental health needs, or communication difficulties, accessible methods will be used to ensure full participation. These may include simplified language, visual aids, Makaton, Talking Mats, or the involvement of an interpreter or advocate.

The process seeks to help the individual understand:

- The impact of their behaviour on others.
- How their actions may have made others feel unsafe or distressed.
- How their own emotions or circumstances may have contributed to the behaviour.
- The expectations of behaviour moving forward.

A restorative approach is encouraged where it is safe and appropriate. This involves guided reflection, empathy building, and structured opportunities for individuals to take responsibility and rebuild relationships. Restorative sessions are facilitated by trained staff and take place only when all parties feel ready and safe to do so.

If the allegation is substantiated, the matter is escalated to the Registered Manager for formal review. The manager, with input from the Responsible Individual and placing authority, determines appropriate next steps. This may include:

- Targeted one-to-one support or reflective sessions.
- Behaviour management or relationship-building plans.
- Increased supervision or monitoring.
- Involvement from specialist professionals, such as therapists or behavioural support practitioners.
- Review of placement compatibility or suitability if risk remains high.

All actions and outcomes are recorded in the individual's file and within the central incident register. Behavioural plans are updated accordingly, and ongoing monitoring is completed through supervision, keywork sessions, and regular review meetings.

Parents involved are kept informed of outcomes in a respectful and balanced way. Where the alleged perpetrator is a parent, they are offered support to change their behaviour rather than punitive action, unless risk to others remains significant. Where a staff member is involved, the disciplinary or grievance procedures are followed in line with policy and employment law.

Any continued or repeated bullying behaviour triggers immediate review by senior management and may lead to formal action, including multi-agency involvement. The welfare of all residents and babies in the centre remains the overriding priority.

All staff managing these matters receive training in trauma-informed practice, professional boundaries, and managing conflict within a therapeutic environment. Reflective supervision is provided after incidents to ensure emotional resilience and consistency in practice.

Learning from bullying investigations is reviewed regularly in team meetings and management reviews to identify patterns, strengthen staff confidence, and refine proactive prevention measures across the centre.

7.5 Fire Risk Reduction

All staff working at Imani Living Residential Family Centre must follow the organisation's fire safety policy and procedures at all times. The centre takes a proactive approach to fire prevention, ensuring that residents, babies, and staff understand what to do in the event of a fire and that all safety systems are fully operational.

The designated fire assembly point is located across the road from the front garden area of the property, clearly marked with signage. All families and staff are made aware of this location on admission and during induction. Fire procedures are explained to each parent during their first day in placement and practised through regular fire drills.

A full copy of the Fire Safety Policy, including evacuation procedures, maintenance logs, and contact details for emergency services, is held within the centre office and is available for all staff to review.

To reduce fire risk, staff must:

- Switch off electrical appliances and gas equipment when not in use
- Report and isolate any faulty or damaged electrical equipment immediately
- Ensure no smoking occurs within the building or near exits
- Keep all fire exits clear and unobstructed at all times
- Familiarise themselves with the locations of extinguishers, fire blankets, and emergency lighting
- Check that emergency lighting and fire alarms are functional as part of weekly safety checks
- Take part in regular fire drills and know how to use fire extinguishers safely
- Ensure Personal Emergency Evacuation Plans (PEEPs) are in place for any parent or child with mobility, sensory, or cognitive needs

Fire drills are carried out monthly and recorded in the Fire Log Book. Additional drills are held following the arrival of any new family or staff member to ensure familiarity with procedures. Where residents have sensory sensitivities, communication challenges, or learning needs, adapted approaches are used such as visual prompts, social stories, and pre-drill familiarisation to reduce distress.

In the event of a fire:

- The person discovering the fire must activate the nearest alarm and call 999 immediately
- All residents and staff evacuate the building using the nearest safe exit
- Staff collect the emergency grab bag and assist families to the assembly point calmly and safely
- The Registered Manager or senior on duty will take a roll call and liaise with emergency services upon arrival
- No one re-enters the building until authorised by the fire service

Weekly checks of alarms, extinguishers, emergency lights, and exits are completed and documented. All maintenance and servicing are carried out by certified contractors.

An emergency plan, including contact numbers, emergency responsibilities, and evacuation procedures, is kept in the main office. Staff are trained in first aid and emergency response and must complete refresher training annually.

7.6 Unauthorised absences and missing Persons

Imani Living Residential Family Centre has clear procedures in place for managing unauthorised absences or missing persons, in accordance with local safeguarding partnership guidance and the organization's safeguarding policy.

The safety and welfare of parents and babies is the highest priority.

The centre works collaboratively with local safeguarding partners, including the Missing Persons Unit within the local police force, local authority children's social care teams, and the out-of-hours emergency duty service. The designated neighbourhood police team is notified of all admissions within 72 hours to ensure they are aware of residents in placement and can respond promptly to any missing incidents.

An absence is considered unauthorised when a parent or baby leaves the centre or fails to return at an agreed time without prior consent or reasonable explanation. This includes situations where a parent leaves the baby behind or is uncontactable for a prolonged period. Staff must act immediately if there is concern that a parent or baby is missing, unaccounted for, or at potential risk.

Steps to be taken include:

- Conducting a search of the centre, surrounding property, and local area where safe to do so.
- Attempting contact via phone, text, or any known associates or family members.
- Notifying the on-call manager and recording all actions taken.
- Informing the placing authority social worker or out-of-hours duty team without delay.
- Contacting the local police if the parent or baby is not located within the timeframe agreed in the placement plan or immediately if there are concerns about vulnerability, mental health, domestic abuse risk, or potential harm to the baby.

The timeframe for police notification is determined by the individual's risk assessment and agreed missing persons protocol, taking into account:

- The age, mental capacity, and understanding of the parent.
- The parent's history of absconding, substance misuse, or mental health difficulties.
- The safety and welfare of the baby.
- Environmental and community risks.

Where a baby is considered at risk due to an unauthorised absence by the parent, the matter is treated as a safeguarding emergency. Staff must immediately inform police, children's social care, and the Responsible Individual. Preventative strategies are embedded into daily routines. These include:

- Building trusting and consistent relationships with parents through keywork and open communication.
- Promoting a calm, structured environment that reduces anxiety and improves cooperation.
- Developing clear routines, expectations, and support plans that help parents understand boundaries and safety requirements.
- Providing positive engagement through daily activities, reflection sessions, and therapeutic support.

If absences occur repeatedly, the placement plan and risk assessment will be reviewed with the placing authority to ensure the service remains appropriate. Persistent absences or

incidents where safety is compromised will trigger a formal review meeting involving the social worker, centre management, and other relevant professionals.

In addition:

- Each family has an individualised Missing Persons and Absence Protocol outlining agreed response times, vulnerabilities, triggers, and contact procedures.
- Where necessary and lawful, environmental safeguards such as door alarms may be used to help protect babies and ensure parents are aware of boundaries.
- Parents are informed of all safety expectations and agree to these as part of their placement agreement.
- All missing incidents are recorded in detail, including actions taken, communications made, and outcomes achieved.
- Staff are debriefed following each incident to reflect on lessons learned and to identify improvements to practice.

When a parent or family returns following an unauthorised absence, a return discussion is completed. This meeting is handled sensitively and aims to understand the reasons for leaving, assess ongoing risk, and plan additional support. Where needed, interpreters, advocates, or accessible communication tools such as visual aids or simplified language are used to ensure full participation.

Learning from missing incidents is reviewed in team meetings, supervision sessions, and management reviews to inform future prevention strategies and improve overall safeguarding practice.

All actions follow the centre's safeguarding and critical incident policies, ensuring that any absence or missing episode is managed swiftly, consistently, and in full compliance with Ofsted and local partnership expectations.

8. Leadership and Management

8.1 Contact Details

Imani Living Residential Family Centre
83 Connaught Road
Reading
RG30 2UE
Email: info@imaniliving.co.uk
Telephone: 07735607760

8.2 Director: name

Name: Khalad Hussain
Role: Overall strategic leadership, finance, quality assurance, and compliance.
Email: Khalad.Hussain@imaniliving.co.uk
Telephone: 07857730570

8.4 Responsible Individual: Name

Name: Rifat Yasmeen Hussain
Role: Day-to-day operations, supervision, audits, training, policy compliance, and incident oversight.
Email: Rifat.Hussain@imaniliving.co.uk
Telephone: 07735607760
Profile: Experienced social worker with over 20 years front line practice.

8.5 Registered Manager: Name

Name: Rifat Yasmeeen Hussain

Role: Day-to-day operations, supervision, audits, training, policy compliance, and incident oversight.

Email: Rifat.Hussain@imaniliving.co.uk

Telephone: 07735607760

Profile: Experienced social worker with over 20 years front line practice.

Staff

TBA

8.7 Training & Development

For individual staff qualifications and experience, including that of the appointed therapeutic practitioner, see Appendix A.

Imani Living Residential Family Centre is committed to developing a skilled, reflective, and competent workforce capable of delivering high quality family assessments and trauma informed support.

The centre ensures all staff receive structured supervision, appraisal, and training in accordance with the Residential Family Centres Regulations 2002 and National Minimum Standards 2022.

Supervision is a key part of staff development. It supports accountability, reflection, wellbeing, and continuous improvement.

All staff, including part time, agency, and administrative staff, are included within the supervision framework.

Supervision takes place in a one to one or group format and is used to:

- Reflect on practice, assessment quality, and family interactions.
- Identify and address any issues relating to safeguarding, bias, or emotional resilience.
- Support professional growth and training needs.
- Promote consistency, empathy, and professional boundaries across the team.
- Maintain emotional wellbeing and prevent burnout through reflective practice.

Supervision frequency

- Monthly as standard for all staff.
- Fortnightly for new or probationary staff.
- Increased frequency when additional support or performance monitoring is required.

All supervision sessions are formally recorded, signed by both parties, and stored securely. Records include dates, duration, key discussion points, and agreed actions. Each new staff member receives a minimum of six supervision sessions within the first six months of employment. Where concerns are identified, supervision is increased, and a support or improvement plan is implemented.

Staff receive an annual appraisal incorporating feedback from colleagues, visiting professionals, and parents who have engaged with the assessment process. Appraisals review competence, conduct, and contribution to the service's objectives.

The supervision hierarchy is structured as follows:

- Responsible Individual supervises the Registered Manager.
- Registered Manager supervises the Deputy Manager and Senior Family Support Workers.
- Deputy Manager supervises Family Support Workers and administrative staff.
- Senior Family Support Workers provide guidance and support to junior colleagues.

Reflective supervision is available to all assessment and family support staff. This may be delivered internally by senior leaders or externally by a qualified psychologist or therapeutic consultant. Reflective supervision provides staff with a space to explore complex emotions, vicarious trauma, and ethical considerations arising from assessment work.

All staff are required to complete mandatory and role specific training, including:

- Safeguarding adults and children
- Working with families in assessment settings
- Equality, diversity, and inclusion
- Trauma informed and attachment based practice
- Autism, ADHD, and neurodiversity awareness
- Domestic abuse, coercive control, and parental capacity
- Infant development, bonding, and safe sleep
- First aid, medication, and emergency response
- Fire safety and health and safety
- Data protection and information governance
- Record keeping and professional reporting standards
- Cultural competence and communication in diverse family systems

Training records are maintained and reviewed quarterly by management to ensure all staff remain up to date with legislative and practice requirements. Competency checks are built into supervision and appraisals.

Clinical or external professionals may deliver additional training where specialist support is required, such as understanding complex trauma, managing parental conflict, or assessing cognitive ability and parenting under stress.

Debrief and reflective discussions are built into all major incidents, safeguarding cases, or assessment challenges. This ensures that learning is embedded into practice and that all staff feel supported in managing emotionally demanding work.

Imani Living ensures that all staff understand their professional responsibilities, maintain accurate and objective recording, and deliver care and assessment with integrity, empathy, and professionalism.

This structured training and supervision framework ensures all staff are well equipped to deliver consistent, high quality, and evidence based assessments that meet Ofsted's expectations for family assessment centres.

9. Care Planning

Imani Living Residential Family Centre provides accommodation and assessment for parents and their babies where there are concerns about parenting capacity, safeguarding, or the need for structured evaluation under court direction or local authority request.

The centre supports families through both planned and emergency admissions. Emergency admissions are only accepted when sufficient information is provided to ensure the placement can be managed safely and effectively.

Before any admission, the Responsible Individual or Registered Manager will review all available documentation to ensure the centre can meet the assessed needs of the parent and child safely and appropriately.

The service accepts referrals for:

- Parents requiring residential parenting assessment as directed by the court or local authority.
- Parents who need intensive observation and support to develop parenting skills and routines.
- Families where there are concerns about attachment, bonding, or parental capacity.
- Parents with learning disabilities, neurodivergent conditions, or mild to moderate mental health needs who can engage safely in a supported assessment environment.
- Parents requiring additional structure, supervision, or therapeutic input due to past trauma or domestic abuse.

The service does not accept referrals for:

- Parents whose behaviour presents a high risk of violence or serious harm to others.
- Parents whose needs require psychiatric inpatient care.
- Parents actively misusing substances and not engaging in treatment.
- Families whose level of risk cannot be safely managed within a residential assessment environment.

Each referral is considered on a case-by-case basis. The assessment process includes:

- A full review of all referral information, including social work reports, court documents, previous assessments, and safeguarding history.
- Consultation with the placing authority, professionals, and any existing support agencies.
- Completion of a compatibility and impact assessment to ensure the placement is appropriate.
- Identification of any environmental, staffing, or resource adjustments needed to meet specific needs.
- Where possible, a pre-admission visit or introductory call with the family to explain the placement, expectations, and daily routines.

Where an emergency admission is necessary, a shortened assessment is completed prior to arrival, followed by a full review within 72 hours. Once admission is confirmed, the following documents are completed and signed:

- Placement Agreement and Consent Forms.
- Parental Risk Assessment and Individual Support Plan.
- Health and Development Plan for the baby.
- Observation and Assessment Plan setting out key focus areas for the placement.
- Agreement of house rules, safety expectations, and boundaries.

Each family receives a comprehensive induction to the centre. This includes fire safety, safeguarding information, confidentiality, and guidance on the use of communal areas. Staff take time to ensure that parents understand the expectations and support available. Where needed, Easy Read versions or translated materials are provided.

Care planning at Imani Living is person-centred and strengths-based. It focuses on building parental capacity, improving attachment and routine, and identifying both protective and risk factors. Staff work alongside each parent to develop achievable goals that support consistent, safe care for their baby.

Care and assessment planning involve:

- Clear objectives and timescales agreed with the placing authority.
- Weekly review meetings to track progress and adjust focus areas.
- Daily observations covering emotional warmth, supervision, routines, safety, and engagement.
- Multi-agency input from social workers, health visitors, midwives, psychologists, and other professionals involved in the family's plan.
- Continuous feedback to the parent through daily reflection sessions and keywork meetings.

Each placement concludes with a final report summarising the assessment process, observed progress, and recommendations. Reports are evidence-based, factual, and written in line with Ofsted and court standards.

Parents are encouraged to contribute to their own care and assessment planning. Staff use visual tools, reflective discussions, and supportive sessions to help parents understand and engage in the process.

Imani Living ensures that every decision and plan prioritises the welfare and safety of the baby while providing the parent with a fair and transparent opportunity to demonstrate their ability to meet their child's needs.

All care and assessment planning follow the principles of partnership, accountability, and proportionality. This ensures that work is balanced, transparent, and consistent with national safeguarding standards and Ofsted regulatory requirements.

Appendices

Appendix A – Staff Qualifications and Experience

TBA

Appendix B – Floor Plan (83 Connaught Road, Reading)

TBA

Appendix C – Certificates and Compliance Documents

Copies of current statutory compliance certificates, including:

- Fire Risk Assessment and Fire Safety Certificate
- Gas Safety Certificate
- Electrical Installation Condition Report (EICR)
- Portable Appliance Testing (PAT) Report
- Employer's and Public Liability Insurance
- Health and Safety Audit

Appendix D – Organisational Structure and Key Roles

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