



STATEMENT OF PURPOSE

September 2019



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1. INTRODUCTION

Worcestershire Children's First is an independent not for profit company which is wholly owned by Worcestershire County Council. Worcestershire Children First Fostering (WCFF) sits within the company as an independent fostering agency.

WCFF offers placements for children who are looked after by Worcestershire Children First on behalf of Worcestershire County Council.

WCFF provides fostering placements including family and friends foster placements for looked after children and young people which safeguard and promote their welfare and enhances their life chances.

This statement of purpose will detail the aims and objectives of WCFF, set out its quality assurance mechanisms and the range of services provided to children, foster carers and family and friends carers.

The statement of purpose includes details of the staffing and organisational structure, management arrangements and complaints procedures.

The statement of purpose has been prepared in accordance with Regulation 3 of the Fostering Services Regulations 2011 and is based on Standard 16 of The National Minimum Standards for Fostering 2011. It is subject to formal approval by the Director of Children Social Care and Safeguarding, Worcestershire Children First.

2. THE VISION OF WORCESTERSHIRE CHILDREN FIRST

OUR VISION

Worcestershire to be a wonderful place for all children and young people to grow up.

WORCESTERSHIRE
CHILDREN FIRST



OUR MISSION

Supporting children and young people to be happy, healthy and safe.

OUR VALUES



CHILDREN AT OUR HEART

We will keep children and young people at the heart of everything we do



VALUE FAMILY LIFE

We will support and empower parents to care for their own children well



GOOD EDUCATION FOR ALL

We will value education as the best start in life for all children and young people



PROTECTION FROM HARM

We will act in a professional and timely way to protect children from harm



3. KEY AIMS AND OBJECTIVES OF WORCESTERSHIRE CHILDREN FIRST FOSTERING

The aims of WCFF are derived from Worcestershire Children First vision for Children's Services in Worcestershire, "to make a positive impact on the lives of our children and young people aged 0 to 25yrs, and their families, by providing outstanding, innovative, child and young people-focused services where practice and practitioners flourish and we maximise life opportunities for all."

Or more simply put to ensure children are happy, healthy and safe.

Worcestershire Children First believes that children are best cared for in their own families and communities when it is safe to do so and will support parents to achieve this. Where this is not possible, it will strive to achieve the best outcomes for children who need to be looked after, ensuring they receive safe and effective care and an early return home wherever possible. Its aim is to enable children in care to become confident and able adults with the facility and capacity to be contributing members of society.

3.1 Principles

In putting the vision into practice, WCFF works to the following principles:

- The paramount role of the service is to ensure children in the care of the local authority in foster care placement are receiving high quality care that contributes to their care plan and promotes their welfare and safety
- Carers and placements play an essential role in progressing a child's care plan and should contribute to timely permanence as set out in the child's care plan
- There is a commitment to continuing improvement and we will use our quality assurance practice to ensure we know what we are doing, how well we are doing it and what impact it is having on the lives of children we care for
- The service will respect, value and promote diversity and equality through the delivery of services to children, birth families, carers and staff.
- Service users and stakeholders will be consulted, and their views taken into account in planning at an individual and service level.
- There is a commitment to training for both staff and carers to ensure they are skilled and equipped to provide the best care for children and young people who may be experiencing the most difficult time of their life.

3.2 Aims of the Agency

- We will provide a suitable fostering placement for every looked after child from Worcestershire for whom it is deemed appropriate. Placements of looked after children will be with carers who are well selected, prepared, supervised and supported.
- To assess, facilitate and support a family and friends' placement where this is in the best interests of the child.
- To ensure children have an experience of family life, which promotes their physical, social, emotional and intellectual wellbeing and maximizes their life chances.
- To ensure teenagers are encouraged to learn independence skills at an appropriate level to support their transition to independence.
- To ensure that the fostering experience is a positive one for both looked after children and their families, supporting parental and birth family contact where it is in the interest of the child.
- To ensure foster carers feel valued, supported and skilled for their role
- To deliver services in an efficient and effective manner and maximizes outcomes within the resources available.

4. MAXIMIZING LIFE CHANCES FOR LOOKED AFTER CHILDREN

WCFF will work with Worcestershire Children First's Through Care Service, ISL and the Virtual School to ensure Worcestershire Children First achieves its mission to make children and young people happy, healthy and safe.

WCFF will contribute in the following ways.

4.1 Be Happy

WCFF recognises for children and young people to be happy and have a sense of wellbeing they need to be supported to enjoy and achieve in education and take part in leisure activities. This contributes to a positive sense of self and promotes resilience.

- WCFF will ensure that carers promote attendance at school and provide space and support for homework as necessary and celebrate their successes.
- WCFF will ensure that carers have a copy of a child's Personal Education Plans and are working to it.
- WCFF will work with the Virtual Head, schools and other educational settings to monitor the progress of the children we look after
- WCFF will provide training for carers on education and the education of traumatised children
- WCFF will support young people as they make the transition to college and work. Foster carers will support them with career planning and ensure that they have the knowledge, independence skills and equipment they need to make this a positive transition.
- Children and young people will be supported to take part in leisure activities and to pursue their interest.
- Carers will be provided with information on the Green Fingers project and leisure activities in their locality
- WCFF will join with Worcestershire Children First to celebrate the achievements of our children and young people.

4.2 Be Healthy

The agency has a holistic approach to health and focuses on the physical, emotional and sexual health of children and young people:

- We will ensure that carers have all available information on the child's health when they are first placed
- We will work with the child's social worker and foster carers to ensure that children have health assessments in line with regulatory timescales, that children are registered with GPs, Opticians and Dentist and that foster carers follow up on any required treatment.
- We will ensure that foster carers keep health records for children they look after which can go with them if they move on
- We will provide training for carers which takes a holistic approach looking at attachment, resilience and mental health as well as First Aid. This will include specialised training when required.
- We will promote access to Green Fingers; a National Lottery funded project that promotes healthy living through gardening and art activities for looked after children in Worcestershire
- We will work with Worcestershire Children First's Health and Wellbeing team to offer consultations and parenting support for carers with specialist workers such as clinical psychologists and a mental health practitioner

4.3 Be Safe

WCFF has safeguarding at the centre of its practice and seeks to provide placements in which children feel and are safe through:

- Staff recruitment practices will ensure that full and satisfactory information is obtained when appointed in line with Schedule 1 of the 2011 Fostering Regulations and the National Minimum Standards.
- WCFF will undertake robust assessments of foster carers and family and friends' carers
- We will undertake annual reviews of foster carers in timescale
- We will ensure that each child placed has an individual safer caring\risk assessment policy. Strategies for managing risk will be proportionate and reviewed.
- We will provide training on Child Protection, Safer Caring and Worcestershire Children First's Get Smart programme.
- We will ensure that carers know what to do if they have any safeguarding concerns or a child they are caring for goes missing.
- We will work with the Team around the Child, including the child's Social Worker and IRO to ensure children are safe and will consult with the LADO as appropriate.

4.4 Make a positive contribution

Supporting children to make a positive contribution is a way of promoting a positive sense of self, resilience and identity. We support children to make a positive contribution through:

- Consultation with children and carers
- Involvement of children and carers in the development of the service
- Working with Worcestershire's Children in Care Councils

4.5 Achieve economic well-being

It is important to place children with carers who have the financial resources they need to meet the needs of the children and young people they care for. We achieve this through:

- Foster carers receiving Foster Care Allowances in line with the minimum levels set by the Department of Education
- WCFF's payment of skills scheme which is open to all foster carers
- Additional payments for looked after children for festivals, birthdays, holidays and clothing

5. EQUALITY AND DIVERSITY

5.1 Recruitment of Carers

WCFF welcomes applications to foster from people regardless of their culture, ethnicity, religion, gender or sexual orientation. We work with members of the Lesbian, Gay, Bisexual and Transgender communities throughout the year and use their events such as Pride 2018, LGBT Fostering and Adoption week to actively recruit from these communities.

5.2 Black and Ethnic Minority Placements

WCFF seeks to recognise, value and meet the cultural and religious needs of children coming into care. In our training and support to carers we will ensure carers have the understanding and basic skills to meet the diverse needs of children and young people they care for.



Where possible we will match a child's cultural and religious needs with their carer and where we are unable to match and decide to place trans-racially given other factors such as proximity to birth family or the child's local community, we would, provide extra support to the placement to ensure that the child's cultural and religious needs were met.

5.3 Children with Disabilities

The service seeks to place children with disabilities with carers who are able to meet their additional needs and will provide specialised training to ensure carers are able to meet their needs.

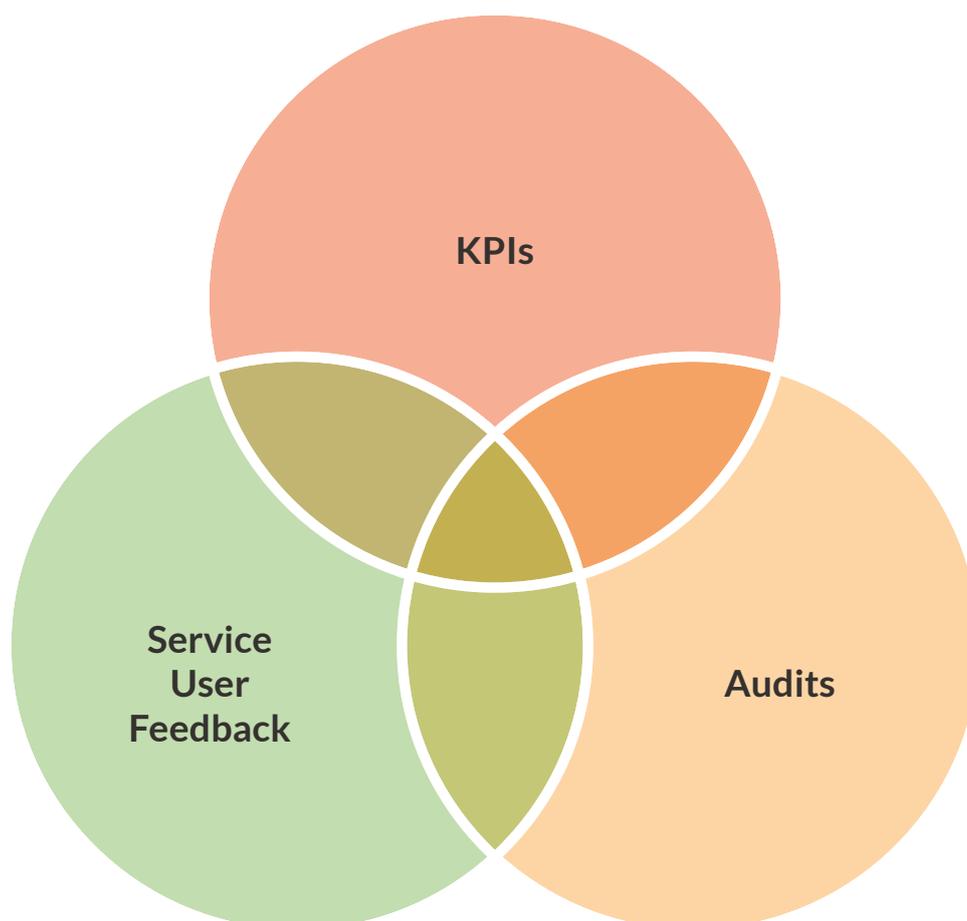
5.4 Policies and Procedures

The policies and procedures of the service are subject to Equality Analysis to ensure they meet the requirements of the Equality Act.

6. QUALITY ASSURANCE AND PERFORMANCE MANAGEMENT

6.1 How do we Quality Assure Safeguarding Quality Assurance:

WCFE has systems in place to Quality Assure our work, this is through Performance Information, Service User Feedback and Audits.



The following activities sit under the 3 headings which are in place to monitor and evaluate the provision of services to ensure services provided are effective and the quality of these services is of an appropriate standard.

6.2 Service User Feedback

- The views of children and young people are important to us. Children who are looked after by us will be asked to feedback to their foster carers' annual review.
- Worcestershire Children First will provide feedback gathered by the child's IRO at the end of placement. WCFF will use this to feedback any learning to individual fostering households including discussing any training needs. It will also monitor whether there is any learning for the whole service.
- The agency has written information (children's guides) for children and young people to tell them about fostering services. This includes information on how to complain.
- Team Managers undertake audits which look at the lived experience of the child in the fostering household. Feedback is sought from foster carers as part of these audits. This focuses on their experience of supervision and support. This feedback is discussed with the carers supervising social worker and also collated to look at learning and development for the service.
- Children and young people living in any household we are assessing will be interviewed as part of the assessment and they will be asked to feed back to the foster carers' annual review.
- Carers, social workers, birth families and other members of the fostering household are asked to contribute to the foster carers' annual review. As well as providing individual feedback, this is reviewed to look for trends or patterns about service delivery.
- All carers are asked to provide feedback about the experience of attending fostering panel
- Consolidation meetings are held and the information from these is reviewed so that trends or patterns can be identified. This information then becomes part of the improvement cycle for the service
- All carers are advised of the agency's complaints and compliments procedures and given information about how to make a complaint. Learning from compliments and complaints is feedback into the service
- WCFF will consult with the Children In Care Councils on their experience of our services and any developments within the agency.

6.3 Key Performance Indicators (KPIs)

Worcestershire Children First Fostering's development is monitored through the agency plan. The Registered Manager along with the Team Managers use information on KPIs to monitor performance.

KPIs will include

- Quality of assessments and timescales
- Timeliness of visits to foster carers,
- Timeliness of foster carer supervision. Team Managers sign off all reports of foster carers supervision.
- Timeliness of annual reviews
- Unannounced visits
- All staff have regular supervision and an annual Staff Development Review. There is observation of social worker's practice by their manager twice a year.

The Fostering Panel has a quality assurance role for the agency. The Independent Chair meets with the Registered Manager. These meetings look at issues arising from panel and any actions needed to address these.

6.4 Audits

- Team Managers undertake audits which look at the lived experience of the child in the fostering household and the Foster Carers experience of the supervision and support they receive. Feedback is sought from foster carers as part of these audits.
- Themed audits will also be undertaken as required or when there are concerns about a particular area of practice.
- •There is observation of social worker's practice by their manager twice a year. Feedback is given to social workers and any issues arising or learning is collated across the agency to look at the training and development needs of the staff.
- The Registered Manager produces a quarterly monitoring report which reviews recruitment, approvals, and areas to be monitor. These reports are presented to Worcestershire Children's First Board.

7. MANAGEMENT STRUCTURE

7.1 Appointed Responsible Individual - Adam Johnston

Qualifications:

- Diploma Social Work
- PQ Consolidation Award
- NVQ 5 Management

Experience:

Adam began his career as a residential worker within children's homes. Thereafter, he worked alongside children and families in front line social work and social work manager positions. Since October 2013 he has focused his career on the operational and strategic management of services. More recently, he became Assistant Director with responsibility for overseeing the Through Care and Sufficiency service which includes oversight of Looked After Children's teams, fostering and residential homes.

Adam has gained extensive experience in the safeguarding of children, children in need and children who are looked after. Moreover, that experience has developed into the management of services charged with such responsibilities and includes the need to ensure financial oversight and responsibility.

7.2 Appointed Registered Manager - Laurie-Mo Gullachsen

Qualifications:

- Social Work Bsc (Hons) First Class, University of Gloucestershire 2007
- Post Graduate award in Children, young people, their families and carers-Consolidation Module, University of Birmingham, 2012.
- Practice Educators award:
 - 'Enabling work based learning' Bournemouth University, 2015
 - 'Supervising a learner in practice' Bournemouth University, 2016.

Management Qualifications:

- Currently working towards Level 5 Diploma in Leadership for Health and Social Care and Children and Young People's Services - Children & Young People's Management (England) (59% complete)



Other Qualifications:

- Level 3 Award in Education and training, NOC 2016
- Infant Mental Health Online (IMHOL), University of Warwick, 2017

Professional Membership:

- Registration with HCPC SW07635
- Member of British Association of Social Workers 093544
- Member of the Practice Assessor's Quality Assurance Panel at Heart of Worcestershire College
- Member of National Organisation of Practice Teaching England

Experience:

Laurie-Mo Gullachsen is a qualified and registered social worker obtaining her First-Class Bachelor's degree with honors in Social work in 2007 from the University of Gloucestershire. Since that time, she has worked as a Social Worker for children across several settings and teams, including working in a Safeguarding role with Children and their Families before starting to work for Worcestershire County Council Children's Services as a Fostering Supervising Social worker in 2010. Laurie's experience includes working to recruit, assess, approve, develop and support foster carers in Mainstream and Kinship situations to care for Worcestershire's looked after children.

Within the fostering service she has worked as a Supervising Social worker until 2015 before being appointed as Advanced Social work Practitioner supporting improving practice across safeguarding, fostering and kinship services. Since 2017 she has been a Fostering Team manager in both Mainstream and Kinship Fostering Teams and has been appointed as the Registered Manager for Worcestershire Children's Service Fostering and Kinship Service from 01/06/2019.

7.3 TEAM STRUCTURE

The Fostering and Kinship Service is comprised of 6 permanent teams.

These teams are responsible for:

- Recruitment and assessment of non-related foster carers including Placement Plus
- Supervision and support of foster carers including annual reviews, post allegation reviews and support groups
- Management of the in-house placement service
- Family Finding
- Contributing to the training of foster carers
- Contributing to a daily duty system

Three teams for Kinship carers. These teams are responsible for:

- Viability assessment on family members as part of care proceedings when children may not be able to live with their birth parents.
- Assessment of family and friends' carers
- Supervision and support of family and friends foster carers, including annual reviews, post allegation reviews and support groups
- Contributing to the training of foster carers
- Assessment of other family and friends' carers e.g. Special Guardianship, Child Arrangement Orders and Private Fostering arrangements

The Fostering Panel Team. This team is responsible for

- Facilitating panel meetings including managing all panel paperwork and recruiting and managing the pool of panel members
- Advising panel
- Collecting and providing panel data

The agency has a robust recruitment process with all references and checks being completed prior to staff starting. DBS checks are taken up prior to appointment and are renewed every 3 years. All managers and social workers in the agency are qualified and registered with the Health Professional Care Council.

Staff have a range of skills and experience in childcare, family placement and in recruitment, preparation, assessment, supervision and support of carers.

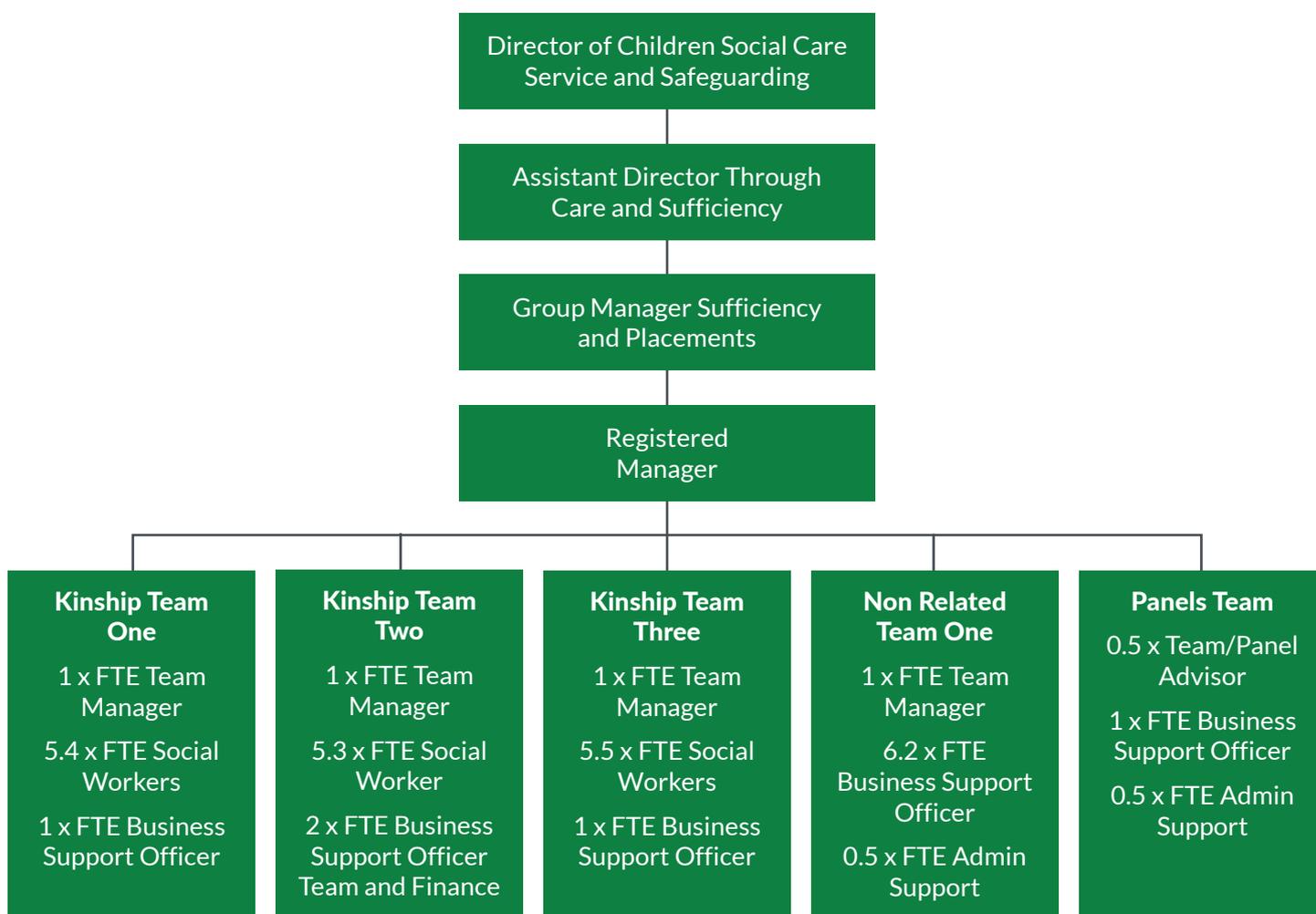
All social work staff have knowledge of fostering legislation and standards and family and friend's statutory guidance.

The service is committed to continuous professional development and there is a range of training open to them through Worcestershire County Council's Social Work Academy.

The service also has a Learning and Development Officer who commissions and facilitates training for Foster Carers.

The agency has a Quality Assurance framework which includes feedback from those who use its services, file audits and observation of practice. It seeks to use learning from this framework and from compliments and complaints to develop and improve its services.

The structure chart for the service is set out below:



8. SERVICES PROVIDED BY WORCESTERSHIRE CHILDREN FIRST FOSTERING AGENCY

8.1 Recruitment and Assessment of Non-Related Carers

The recruitment of non-related foster carers is undertaken by the two non-related teams in the agency assisted by the BSO for Recruitment. Recruitment is based on an analysis of need from which a recruitment strategy is developed. There is a rapid response to enquiries from potential applicants and a follow up visit when appropriate. Pre-approval training is offered at least 6 times a year with additional courses provided to meet demand.

Following the acceptance of an application, applicants are assessed using the evidence based BAAF form. For most applicants Stage 1 and Stage 2 are completed concurrently. A timescale of 16 weeks is set for these assessments. This is monitored and reasons for assessments falling outside this timescale noted.

8.2 Family and Friends Foster Carer

Following the Agency Decision Maker agreeing to a child being placed under Regulation 24 and the temporary approval of the family members as foster carers, the Kinship team will commence an assessment of the carers. The carers will sign a Foster Care Agreement and will be able to access the support services set out below, including financial support.

As set out in the regulations, the timescale for the assessment is 16 weeks. If this timescale is not achieved, a brief report will be presented to panel within the 16 weeks and the Agency Decision Maker, taking into consideration the views of panel, may agree an eight-week extension. The assessment will then be presented to panel within 24 weeks and the approval process as set out below will be followed.

The carers will only be expected to attend panel when the full assessment is presented.

If the recommendation of the panel following the full assessment is not to recommend approval, the carers will remain foster carers and continue to receive the appropriate levels of supervision and support pending the outcome of any appeal they may make, including an appeal to the Independent Reviewing Mechanism. Children will only be moved if they are assessed as being at immediate risk.

8.3 All Foster Carers (Non Related and Family and Friends)

Approval

All assessments of applicants to foster are considered by the agency Fostering Panel. The panel meets a minimum of three times a month and is chaired independently. There is a pool of panel members to ensure that each panel is quorum and is composed of a mix of employees and independent members who can bring knowledge from a number of areas such as fostering, education, health, looked after children and family and friends care to the panel.

It is expected that applicants will attend panel.

The panel's recommendations are made to the Agency Decision Maker. Applicants are informed verbally and in writing of the outcome of their assessment and if approved are required to sign the Foster Carer Agreement.

There is a process of appeal if applicants are unhappy with the decision of the Agency Decision Maker and this information, including their right to go to the Independent Reviewing Mechanism, is explained to them in writing.

8.4 Supervision of Carers

All fostering households are allocated a supervising social worker who will:

- Have face to face contact with foster carers on a monthly basis unless agreed by the foster carers, fostering social worker and their line manager. The rationale for this would be noted on the carers file.
- Engage in supervision with the carers every three months which reviews how carers are meeting the needs of children placed with them as set out in the placement and care plans.
- Look at the support needs of carers and their households including access to support groups and their training needs
- Ensure that foster carers have the information they need to provide appropriate care to a child placed with them
- Encourage foster carers to participate in planning for the child.
- In the event of the foster carer's supervising social worker not being available, supervision and support needs will be managed by the Team Managers using other social workers in the team.
- Carers also have access to the Emergency Duty Team outside office hours.

8.5 Other Support to Carers.

All approved foster carers will receive:

- Financial Support
- Foster Carer Handbook which contains the service's policies and procedures
- Practical support, including domestic help and ironing services where appropriate
- Regular team meetings/support
- Quarterly newsletter
- Membership of the Fostering Network and access to their Advice and Mediation Service.
- Access to respite
- Comprehensive Training Program

8.6 Learning and Development

Following approval, there is a clear expectation that foster carers will complete the Training Support and Development Standards for Foster Carers within the expected timescale. This, along with completion of the induction training, is required for progression to Levels 2 and 3 of the agency's payment for skills scheme. The agency will assist carers in completing their Training, Support and Development Standards with the assistance on a one to one basis using foster carers mentors.

The induction training courses that carers are expected to complete are:

- Managing Behaviour
- Safer caring
- Child protection
- First aid
- Contact
- Health & safety
- What is health?
- Valuing diversity

Developmental training is offered, and this includes courses on:

- Bereavement and loss
- Men in foster care
- Managing stress
- Education issues
- Attachment
- Trauma and resilience
- Emotional health of looked after children
- Child development
- Effects of adverse environment on developing children

Under the payment for skills scheme foster carers must attend a minimum number of development courses to maintain Level 2 or 3.

WCFF recognises that family and friends foster carers may have specific training and support needs that may not be addressed in the support and training offered above. The service offers a pre-approval course for family and friends carers, specific training courses on substance misuse and domestic abuse, workshops within training courses and to address the needs of family and friends foster carers.

8.7 Worcestershire Children First Health and Wellbeing Team.

WCFF works in partnership with Worcestershire Children First Health and Wellbeing Team. The team consists of social care and health professionals. The team works together with others involved with the child, to support carers to provide stable placements that promote positive relationships for the children and help to meet their needs.

The team is comprised of social workers, clinical and educational psychologists, a community psychiatric nurse, a youth and leisure worker a specialist nurses for looked after children and nurses who undertake health assessments for school age children

Specific support includes:

- Individual consultations to foster carers to support them in understanding and managing the child in placement
- Training, induction and developmental specialist training
- Telephone consultation and home visits where appropriate, particularly following consultations
- Direct work with children and carers
- Liaison with CAMHS
- A Community and Leisure worker provision which signposts and provides information to foster carers on leisure activities for looked after children and deliver the Green Fingers Big Lottery Project.

9. FOSTER CARER REVIEWS

All foster carers are reviewed annually. Additional reviews are carried out following an allegation or serious incident.

The Worcestershire Children First Fostering Panel undertakes reviews in the following circumstances:

- First review following approval
- Following a serious allegation and reassessment
- Following any significant issue or occurrence
- Major change to approval category

Other reviews are carried at Annual Review Meetings which are held four times a month and are chaired by the Fostering and Kinship Team Managers. Feedback is sought from the foster carers, the fostering social worker, foster carers' children, other adults in the fostering household, children in placement, birth families and social workers for any child in placement during the relevant period for all reviews.

Minutes from all reviews are seen by the Registered Manager.

10. PLACEMENT SERVICE

The placement service for placement with non-related foster carers is managed through the non-related Foster Care teams.

The Placement service operates between 9am – 5pm Monday to Friday and receives placement requests from Worcestershire Children's Services Placement and Resources team. Worcestershire Children First Fostering is the preferred fostering provider for children requiring placements.

When a household is identified, a matching form is completed which shows how the needs of the child will be met by the foster carers and what, if any, additional support may be needed by the carers.

WCFF provides the following types of placement:

- Short term or task centered foster carers who are able to take a same day or planned placement
- Long term placements providing permanency for a child
- Respite carers who take children placed with other carers or from birth families
- Parent and Child
- Contract Care Carers providing placements for teenagers with more challenging behavior.
- Placement Plus carers who provide placement for young people with complex needs stepping down from or to prevent escalation to residential care. The Placement Plus scheme has additional support from a Family Support Worker and a clinical psychologist.

11. FAMILY FINDING

The agency provides a family finding service to Worcestershire Children First. When a referral is received a Service Request Meeting (SRM) is held and a Family Finder allocated.

The Family Finder will work with the child and those who know them to draw up a profile of the child which will be used to recruit possible long term carers.

As with other types of placement the agency is the preferred provider and will look to its own carers in the first instance before a wider search is undertaken.

Any proposed match will be subject to the Worcestershire Children's First matching process.

12. STAYING PUT

The agency understands that some young people may remain with their carers after their eighteenth birthday under a Staying Put arrangement. It recognises that this is an arrangement between the young person and their former foster carer. The agency will discuss with the foster carer what impact if any this may have on their fostering offer.

13. COMPLIMENTS AND COMPLAINTS

For WCFF to develop its services effectively we need to understand the experiences of children and young people being looked after by us and their birth families. Foster Carers also need to have the opportunity to feedback to the agency on the level of supervision and support they receive.

13.1 Children and Young People

WCFF's children guides contain information for children and young people on how they can compliment or make a complaint if they are unhappy with their experience in our care. This includes contact details for Ofsted. Worcestershire Children First (of which WCFF is a part) will provide a child or young person with an advocate if they need support to do this.

The Children in Care Councils also provides a forum for collecting the views of children and young people to be feedback to Worcestershire Children First and WCFF.

13.2 Foster Carers

Foster carers and prospective foster carers are advised on how to make a complaint and are given a copy of the complaints policy. WCFF has a contract with the Fostering Network's Advice and Mediation service who will offer independent support to Foster carers

All compliments and complaints will be registered and monitored by the Registered Manager and the Responsible Individual.

Children and young people who are looked after or adults representing them can also contact The Office of the Children's Commissioner for advice about the services provide at:

The Office of the Children's Commissioner, Sanctuary Buildings, 20 Great Smith Street, London SW1P 3BT
Tel: 0800 578 0731

Or email advice.team@childrenscommissioner.gsi.gov.uk

If a child, young person, their carers or any member of the public is unhappy with the services provided they are also able to complain to:

Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD

Tel: 0300 123 1231

Or email enquiries@ofsted.gov.uk

Statement of Purpose Approved by

Director of Social Care and Safeguarding Services

Signed:



Name: Tina Russell **Date:** 19/09/2019

