

ISSUE DATE: November 2017
REVIEW DATE: June 2018

Statement of Purpose

For Child Care Bureau Ltd

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A copy of this Statement of Purpose is available on our website and is reviewed regularly by the Management Team at Child Care Bureau Ltd.

About Child Care Bureau Ltd

1. Introduction

This Statement of Purpose has been produced in accordance with relevant statute law and regulations to include:

Fostering Services National Minimum Standards 2011.

Fostering Services (England) Regulations 2011.

Care Standards Act 2000.

The Children Act 1989 Guidance and Regulations Volume 4: Fostering Services.

The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.

This document provides an outline as to how Child Care Bureau Ltd (CCB) meets its' statutory requirements and manages its' service in order to provide the best care possible for the children and young people in placement which is carried out through the support and development of its foster carers and staff teams.

The recipients of this document include:

The Staff and Foster Carers of CCB.

Potential Staff and Foster Carers of CCB.

Local Authorities who place or may place their children & young people with CCB.

The general public.

A copy of the Statement of Purpose is also provided to Ofsted and a separate, bespoke Statement of Purpose document specifically for the children & young people placed within CCB is given to each of them upon the start of their placement within their CCB Children's Guide.

These documents are reviewed annually by the Management Team at CCB and if required updated and re-distributed to all concerned. It is also available on our website www.childcarebureau.co.uk

2. Mission and Objectives

Our Mission is:

“To offer foster placements of a high standard in a stable, nurturing, safe and caring family environment for children and young people who are looked after.”

In promoting and working with the objectives below, CCB will give children/young people a positive experience of family life which equips them to be confident and capable citizens, and maximises their life-chances in both childhood and adulthood.

Objectives

- To provide a responsive and proactive 24hr, 7 days a week, 365 days a year support service to all children/young people, foster carers and service purchasers.
- To ensure that the child's welfare is paramount in all our decisions.
- To ensure that all foster placements provide looked after children with a caring, safe and secure family environment in which they are encouraged to achieve their full potential.
- Recruit and retain foster carers of a diverse background in order to ensure a choice of appropriate placements for children/young people.
- To ensure that placements are made allowing the best match between a child/young persons' wishes and needs with the skills and experience of our foster carers.
- To ensure that all of our foster carers and prospective foster carers receive the training they require to help meet the needs of the children/young people.
- To ensure that all staff and foster carers work towards achieving their own Personal Development Plans in order to gain further knowledge and skills.
- To produce and provide an extensive annual programme of training that allows attendance at training to suit the needs of all relevant stakeholders.
- Work in partnership with Local Authorities and other relevant agencies.
- Provide an inclusive approach to the development of the organisation through consultation and engagement from foster carers, children/young people and their families together with our employees and local authorities.
- Open communication channels between the children/young people, service purchasers, foster carers and all members of staff of this agency.
- Ensure that there are clear placement plans incorporating specified objectives and proposed outcomes, with specific assessed needs to be addressed.
- A confidential & unbiased Complaints & Grievance procedure for children & young people, foster carers, service purchasers and staff.
- Continual monitoring and assessment of the services provided to service users and purchasers by means of supervision and support of carers and regular reviews of the child's placement agreement/care plan.

As well as the opportunities mentioned above, CCB also offers many different formats for communication with all of its stakeholders that will allow for an open constructive dialogue across the organisation. Some of the methods used to achieve this are:

- Facilitate and work in partnership with CCB Foster Carers Council.
- Facilitate and work in partnership with the CCB Young Peoples Council
- Facilitate and positively promote regular foster carer support group meetings.
- Monthly CCB Newsletter.
- Support a range of inclusive and exciting social events for both children/young people and their fostering families.

3. Status & Constitution

CCB is an independent fostering service organisation that offers its foster care services to looked after children & young people. It is a private limited company with shareholders that provides services to placing Local Authorities who have selected CCB through regional and other contracts to deliver a quality service on their behalf.

CCB is family owned and operated business and was formed in June 2000. This family were a fostering family for many years and as such the business is focused upon providing the optimum support to its foster carers in order to provide safe, stable and nurturing foster placements to some of the most vulnerable people within our society in order for them to achieve their potential in all areas of their development.

CCB is registered with the regulatory body, OFSTED under reference number SC034788. It has also achieved Investors In People status from 2004 achieving Gold Level Accreditation in March 2013. In order to maintain these standards, CCB will adhere to the guidance and requirements of these bodies.

4. Equality and Diversity

CCB has an Equality and Diversity policy that applies to all of the employees, foster carers and professionals that work with it. The aim of the policy is to allow a working environment that does not discriminate on the grounds of race, gender, culture, religion, language, disability, sexuality, and age or on any other grounds.

5. Our Philosophy and Vision

"Our vision is to be an organisation that leaves a positive impression on all those with whom it has contact."

Guided by our vision, CCB is committed to a set of core values that form our corporate philosophy. These values shape everything we do, from how we develop and market our services, to how we nurture our employees, foster carers and the children and young people we care for, resulting in positive outcomes for all stakeholders.

We commit to these values to inform our decisions and our behaviours in the task of providing a high level of service to all of those involved with our organisation:

- Leadership and Inspiration – we act with a confident approach to lead and inspire creativity amongst our stakeholders.
- Accountability – we are accountable for our actions and decisions.
- Teamwork – we are supportive of each other's efforts and are loyal and caring for each other both personally and professionally. We are "one team".
- Balance – we work flexibly, supporting our employees and foster carers to strike a healthy work-life balance.
- Health and Well-Being - we promote and encourage all stakeholders to achieve and maintain a healthy lifestyle.
- Integrity – we act with transparency, never compromising the truth.
- Communication – we encourage our stakeholders to openly share their views and opinions and to be part of the continuous improvement of our working practices.
- Engagement – we engage our stakeholders with enthusiasm, fairness, respect, opportunity, and a sense of purpose that combine to provide a rewarding professional experience.
- Empowerment – we empower our stakeholders to make sound decisions using the following criteria:
 - Is it in the best interests of the child or young person concerned?
 - Is it in the best interests of the foster carer?
 - Is it in the best interests of CCB?
- Recognition and Reward – we celebrate success, recognising and rewarding the contribution and achievements of our stakeholders.

- Responsible citizenship – we operate our business responsibly to the highest standards, making ethical decisions that benefit our stakeholders and the communities in which we work.

This commitment allows CCB:

- To operate our commercial interests with honesty and integrity, as part of a delicate balance that reflects the diversity of the needs of all stakeholders.
- To without question put the needs of all young people, even those who may not yet be a part of our organisation at the forefront of the organisations decision-making process.
- To enable foster carers to fully meet their potential as carers of children and young people by providing extensive training, professional support and carefully considered matching.
- To provide a high level of support to foster carers within CCB via appropriately trained professionals who also receive their own training and support to enable them to fulfil their potential both as individuals and as a member of the larger team.

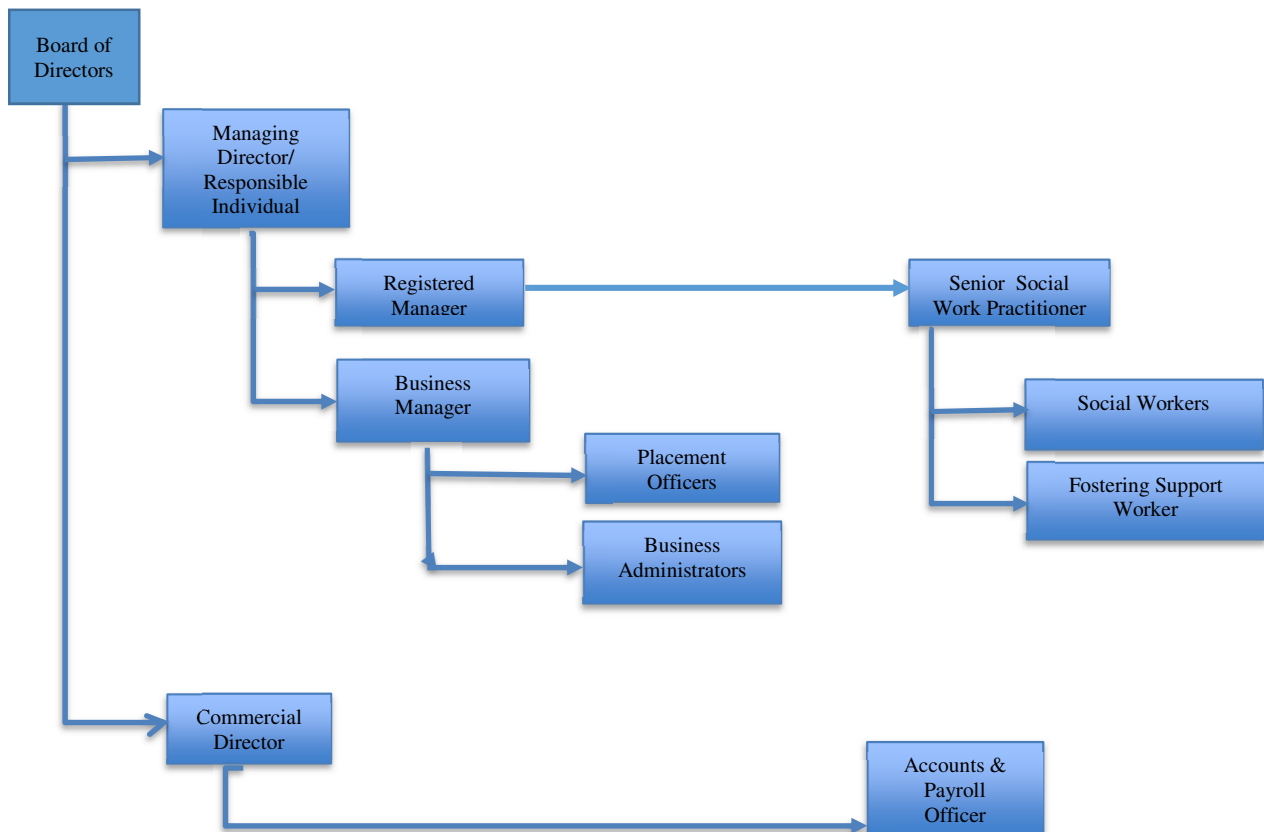
6. CCB Management Team & Organisational Structure

CCB Organisational Structure:

The following diagram demonstrates the structure of the whole organisation:

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The combined Staff Team at CCB have extensive & relevant qualifications, knowledge & experience in Social Care, Management, Operations and Developmental roles.

As a minimum the Management Team meets on a monthly basis to monitor the organisation from both a strategic and operational perspective.

The CCB Management Team is:

Managing Director & Responsible Individual
Commercial Director & Company Secretary
Registered Manager/Agency Decision Maker
Business Manager
Senior Social Work Practitioner

The CCB Management Team has a multi-function role within the organisation and is responsible for areas such as:

- Overseeing and ensuring regulatory compliance.
- Quality assurance.
- Framework Contract Tender Applications.
- Strategic & Business planning that includes Business Plan development & on-going performance overview.
- Oversight & audit of policy & practice.
- Developing & delivering positive culture, values & mission through various stakeholder engagement opportunities.
- Communicating clearly with all stakeholders any significant changes within CCB.
- Reporting on agency activities.
- Identifying areas of significance that will impact on CCB.
- Developing solutions to identified issues to minimise any potential impact on CCB.
- Delivering stability to all stakeholders through prudent and considered decision making.
- Delivering & managing effective IT solutions to all stakeholders.

The CCB Staff Team (non-managerial)

This team is responsible for a range of non-managerial tasks that can be broadly broken down into the following key areas of responsibility:

- Finance & infrastructure
- Marketing
- Managing referrals & the matching process.
- Implementing new Foster Carer recruitment plans.
- Guiding new Foster Carers through the application process.
- Preparing for and facilitating Panel meetings.
- Developing on-going training schedules.
- Delivering training throughout the organisation.
- Processing payments to Foster Carers.
- Assisting with & facilitating CCB events.
- Providing 24hr 365 day a year support to CCB Foster Carers.

- Keeping & ensuring that all records relating to Foster Carers and Looked After Children are accurate & contemporary at all times.
- Complying and with regulation & CCB Policy & Procedures.
- Organising and attending monthly Foster Carer supervision meetings.
- Providing professional placement management assistance to CCB Foster Carers.
- Attending placement meetings.
- Carrying out Initial Assessments of potential Foster Carers.
- Carrying out Form F Assessments.
- Assisting with and facilitating CCB events.

7. Fostering Placements

All placements made within CCB are done so in accordance with the Fostering Services Minimum Standards and Regulations 2011 and any subsequent amendments. By also following its own policies and procedures, CCB ensures that all placements made are focused upon ensuring the needs of children and young people are met by appropriately matched foster carers.

Child Care Bureau Ltd offers the following foster care placements:

Short term. For children and young people who need to be looked after on a short-term basis, which could be for a period of weeks, or months

Long term. For children and young people who need a foster placement when adoption is not an option. Children/young people will require foster care up to and including adult independence.

Permanency. For children and young people who are to be placed with a fostering family with a view to them remaining with that family until they reach independence.

Task focused/time limited. For children and young people who have a defined care plan, with set objectives and time scales.

Respite. The aim of a respite placement is to offer parents the opportunity of a break if they do not have access to their own full support network.

Internal Respite. Is also offered to CCB foster carers as an opportunity to support the needs and demands of a placement as set out in the child/young person's care plan.

Pre adoption. A placement that offers children and young people a foster placement whilst a forever family is sourced by the Local Authority. This type of placement includes completing life-story work.

Bridging. Short term placements for children and young people awaiting their next identified placement to become available.

Parent & child. For parents and their child/ren who need a foster placement that allows them to care for their child/ren with the support and supervision of a foster carer whilst an assessment of their needs is undertaken.

Leaving Care. Supporting young people through their journey into independence.

Emergency. When a placement can be required immediately and possibly for a few days whilst awaiting a planned move to a more suitable placement. CCB offers a 24-hour on call system that allows for this type of placement to be offered.

Siblings. A placement where all related children can remain together within in a family environment.

Solo. A placement for a child/young person who requires constant supervision and support on a one-to-one basis meaning that they can be the only looked after child in placement. These children will often have challenging and complex needs and require a higher level of commitment from experienced and skilled carers.

Children/young people with disabilities. A placement type that provides fostering and adoption placements for children who have a learning, sensory or physical disability. We also care for children with degenerative or life threatening disorders and complex needs.

8. Recruitment & Assessment of Foster Carers

CCB is committed to the recruitment and assessment of foster carers that have the existing ability, or potential to learn how to effectively meet the diverse range of needs of fostered children and young people, whilst also being a positive representation of the community in which they live. CCB follows a very clear process when an application to be assessed as a foster carer is received.

Initial Contact: Once initial contact is initiated by an applicant an Enquiry Checklist is completed by CCB that provides relevant detailed information on the applicant's ability to meet specific criteria. If these criteria are met the applicant will be offered an Information Visit or Initial Assessment.

Information Visit: An Information Visit is typically offered to applicants who would like to find out more about fostering generally and more specifically about what fostering with CCB would be like. It is intentionally an informal information sharing visit typically attended by one of the agency's social workers and the Fostering Recruitment Officer.

Initial Assessment: The Initial Assessment will be completed in the applicant's home by a qualified and experienced social worker. CCB utilises the Secure Base Model to underpin their approach to the assessment and subsequent recommendation on the applicant's suitability to be further assessed as a foster carer. The Secure Base Model focuses on the applicant's ability to meet the needs of children and young people in five fundamental areas:

- Availability- helping the child to trust
- Sensitivity- helping the child to manage feelings.
- Acceptance- building the child's self-esteem.
- Co-operation- helping the child to feel effective.
- Family Membership- helping the child to belong.

Applicants are required to demonstrate an ability to meet each element of the Secure Base Model, thereby evidencing their ability to provide a secure base to the fostered children in their care. Once an Initial Assessment has been completed and accepted by the Registered Manager, and statutory checks and references shall be sought.

Statutory checks & references: Checks and references are undertaken on all applicants and members of their households who over the age of eighteen. The checks are broken down into to a stage

1 and stage 2 processes, although both stages can be undertaken concurrently. Checks and references include:

- DBS checks on all adults within the home.
- Health assessments for all applicants.
- Local Authority checks on all applicants.
- Previous experience in all roles relating childcare, fostering, and/or adoption for all applicants.
- Three personal references (in total for all applicants).
- Previous partner references for all applicants.
- Identity checks and verification of personal history.
- Health and safety assessment on the home.
- Employment references for all applicants.

Following satisfactory receipt of the checks and references the applicants will commence a Form F assessment. At the Registered Manager's discretion, stage 1 & 2 checks and the Form F assessment can be completed concurrently.

Form F Assessment: The Form F is a competence-based assessment completed by a qualified and experienced social worker. During the assessment process the applicants are asked to further demonstrate and evidence their ability to meet the needs of fostered children and young people based on their own personal and professional experiences.

The assessment process will normally include a minimum of 6-8 home visits by the assessing social worker, who will meet with the applicants jointly and individually (where required) to gather information that informs the assessment. In addition, the assessing social worker will interview any birth children, other household members and all referees.

Once the Form F is completed it is shared in full with the applicants, with the exception of the personal and professional references. The assessment is then presented to the CCB Independent Fostering Panel.

The Fostering Panel & Agency Decision Maker: CCB has an established Independent Fostering Panel as required by the Fostering Regulations 2011. The Panel's main functions and duties include:

- Overseeing the quality and conduct of Form F assessments completed by CCB.
- Making recommendations concerning the approval of applicants to become CCB foster carers and the terms of any approval recommendation (e.g. the age or numbers of children).
- Consider the first review of CCB foster carers and make recommendations on the terms of any future approval.
- Consider ongoing reviews of CCB foster carers and make recommendations on the terms of any future approval.
- To give advice and make recommendations regarding other matters referred to the foster panel by CCB.

The CCB Independent Fostering Panel makes its recommendations on the suitability of applicants to be approved to the CCB Agency Decision Maker (ADM). The ADM will make their final decision by; taking into account all of the documentation contained within the Form F assessment, the Independent Fostering Panel's recommendations and its reasons for these, and where relevant any recommendation made by the Independent Review Mechanism (IRM). Taking all of this information into account the ADM will also determine any approval criteria terms.

The Outcome: The ADM will make a decision within seven working days of receipt of the Independent Fostering Panel's recommendation. The ADM will document their decision making process. Once the decision is made, it is confirmed verbally with the applicants within two working days, followed up in writing within five working days.

Applicants and existing foster carers have the legal right to appeal the ADM's decision if they are unhappy with it. Appeals can be made directly to CCB or through the Independent Review Mechanism.

Pre-Approval Training: During the period of the Form F assessment, all applicants are required to demonstrate an ongoing commitment to their training and professional development needs as future foster carers. This commitment is demonstrated through mandatory attendance and participation at a three-day preparation course - Skills to Foster. In addition to attendance at the Skills to Foster course applicants are expected to complete Workbook one of the Training Support and Development Standards for Foster Carers (TSDs) prior to their Form F Assessment being presented to the Independent Fostering Panel. Relevant information to support the completion of TSD Workbook one will be shared during the Skills to Foster course and during the visits with the applicant's assessing social worker. Applicants are also required to demonstrate initiative and competence by undertaking their own research into the topics covered in the Workbook and adding these to their portfolio of evidence.

9. Support for Foster Carers

CCB understands the importance of the foster carer role in supporting and enabling children and young people to achieve positive outcomes in all aspects of their development. It is recognised and valued that experienced, highly skilled, supported, confident, and engaged foster carers have a key fundamental role in the team around children and young people that they are caring for. Given this, CCB provides a range of opportunities for foster carers to access both formal and informal types of support and engagement. These include:

- An allocated supervising social worker.
- Weekly contact from their supervising social worker, or another member of the social care team.
- Monthly supervision with their supervising social worker.
- 24-hour access to a qualified social worker.
- Monthly local Foster Carer Support Group gatherings.
- Annual appraisal with the Registered Manager.
- Access to practical support from fostering support workers.
- Annual review.
- School holiday activities.
- Annual celebration events.
- Access to, and participation in the CCB Foster Carer Council.
- Training and professional development opportunities.
- Financial reward.
- Fostertalk membership.

Supporting Children & Young People

All children and young people either fostered or birth associated with CCB are seen regularly as part of the foster carer supervising social worker's role. In addition, the supervising social worker undertakes bi-annual consultations with all fostered and birth children. CCB also employs fostering support workers

who can undertake a range of direct work with children and young people and, or their foster carers or parents (applicable to the foster carers birth children).

CCB believes that additional support provided to children and young people in fostering families creates opportunities for all to achieve their full potential. Given this, consideration will be given by CCB to suggested packages of support on a case-by-case basis. As a matter of course all children and young people receive:

- Twice annual consultation.
- Holiday and religious festival activities & celebrations.
- Christmas & birthday cards
- Fostering support worker outreach.

In addition, all fostered children and young people receive:

- An age appropriate welcome book.
- Encouragement and support to develop and pursue hobbies, leisure interests, and participation at clubs.
- Financial allowances to include pocket money, savings, and clothing.

10. Training and Professional Development

CCB is committed to providing a range of on-going learning and professional development opportunities to all foster carers. All training and learning focuses on equipping foster carers to more effectively meet the complex needs of the children and young people they are currently caring for, or could care for in the future.

At CCB the development of skills and knowledge begins prior to foster carers being approved and continues following their approval, and throughout their career with CCB. Applicants are expected to have completed Workbook 1 of the Training Support and Developmental Standards (TSDs) prior to them and their Form F Assessment being presented to the Independent Fostering Panel. It is a mandatory requirement that Workbook 2 of the TSD is completed within the first twelve months of the foster carers being approved by CCB.

CCB produces an annual rolling schedule of training courses and learning opportunities that are hosted throughout the regions in which it operates. During the first year of their approval CCB foster carers are required to complete a number of mandatory training courses. CCB foster carers are expected to take responsibility for their own training and development. This means they are required to engage with the mandatory training provided using the self-booking system. Mandatory training courses include:

- Safeguarding
- Protective Behaviours
- PRICE training (Promoting Respect in the Caring Environment) – a comprehensive 2 day training course, specifically designed to deal with the management of challenging behaviour.
- Paediatric First Aid – 2 day
- Administration of Medication
- Diversity and Equality
- Health, Hygiene and Safety

- Attachment and Trauma
- Safer Caring
- CCB Ltd Induction

CCB provides a range of additional training programmes for all of its foster carers, in line with their Personal Development Plan (PDP). The PDP is reviewed during their monthly supervision visit. CCB foster carers also have the opportunity to complete any non-mandatory training, for example: Protecting Children from Sexual Exploitation or Communicating with Adolescents. These additional programmes can be directly designed for the CCB foster carer to enable them to better understand the young person placed in their care, and to build upon the skills required to successfully meet their needs.

Furthermore, CCB foster carers are encouraged to complete a BTEC Level 3 Diploma in Advanced Foster Care.

11. Complaints

CCB is committed to resolving conflicts and concerns at the earliest stage possible. In the interests of transparency and a commitment to the rights of the individual, CCB has devised every reasonable way in which to fulfil its commitments in relation to providing a robust complaints procedure.

This procedure, is available to be used by birth parents, foster carers, service purchasers and children and young people placed with CCB and consists of three stages:

- **Stage One** is an informal resolution process which can if necessary include a meeting, between the complainant and one of CCB's Managers (Complaints Receiving Officers), usually the manager responsible for the team the complaint is regarding. This meeting if required will be scheduled once the Complaints Receiving Officer has received a complaint in writing. A letter of resolution or outcome will be issued in response to informal complaints, including details of how the matter was investigated, by whom and with the relevant facts to support the outcome. The recipient must respond within 28 days of the date of the letter advising them of the outcome of their complaint if they remain unhappy. Representations received after this time frame will not result in any further action being taken regarding the complaint.
- **Stage Two** is a formal investigation that will be initiated if the complainant is not completely satisfied with the outcome of Stage One. The relevant manager will advise the complainant that they must register their dissatisfaction with the outcome of Stage One in **writing** to them as Complaints Receiving Officer who will then contact the complainant within five working days to advise that he/she has escalated the matter to a senior member of staff for further investigation and will advise them of his/her name and the expected time frame for this to be completed. A report will be produced that details how the matter was investigated, by whom and what outcome was reached with relevant evidence to support its conclusions. The recipient must respond within 28 days of the date of the letter advising them of the outcome of their complaint if they remain unhappy. Representations received after this time frame will not result in any further action being taken regarding the complaint.
- **Stage Three** is the final stage of the complaints process. If the complainant is still dissatisfied with the outcome of the Stage Two investigation they must confirm their dissatisfaction in writing to the Complaints Receiving Officer from Stage Two who will undertake to arrange for the case to be reviewed by the CCB Independent Complaint Investigating Officer (ICIO) within 28 days. The ICIO will reach a decision within 28 days and the complainant will be advised of the outcome in writing. The recipient must respond within 28 days of the date of the letter advising them of the outcome of their complaint if

they remain unhappy. Representations received after this time frame will not result in any further action being taken regarding the complaint.

In the event that any complainant is dissatisfied at any stage, they may avail themselves of the right to make a complaint to OFSTED or the Children's Commissioner for England. This can be done by contacting these agencies using the below contact details.

OFSTED
Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel: 0300 123 1231 (Mon-Fri 08.00 – 18.00)

Email: enquiries@ofsted.gov.uk

Website: www.ofsted.gov.uk

The Children's Commissioner for England
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT

Tel: 020 7783 8330

Email: info.request@childrenscommissioner.gsi.gov.uk

Website: <https://www.childrenscommissioner.gov.uk>

12. Whistle-blowing

To ensure best practice and high standards throughout CCB, all employees are made aware of the CCB Whistle-blowing policy that enables them to confidentially raise any concerns about poor practice.