



STATEMENT OF PURPOSE

Durham Office

This document relates to the Fostering Services (England) Regulations 2011 (amended 2013) Regulation 3 and National Minimum Standard 2011 Standard 16

This document is available in other languages, larger text and braille

STATEMENT OF PURPOSE

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Company Information

Legal Status:	An Independent Fostering Organisation Company Registration No: 3683754
Director:	Nicholas Barnsby - B.A. Philosophy and Psychology, M.A. Social Work, CQSW, Diploma in Pastoral Care, Guidance and Counselling and CCETSW post qualification course in Management in the Public Sector
Responsible Individual: Office Address:	Nicholas Barnsby The Masters House College Road Maidstone ME15 6YQ
Telephone Number	01622 760600
E mail:	nickbarnsby@futures-for-children.org
Web site	www.futures-for-children.co.uk
Registered Manager:	Christine Heaver
Regulations: Reference Number:	SCO41486
Date of last Inspection;	08 October 2014
Overall Rating:	Good

MISSION STATEMENT

Futures for Children provides, through a flexible, caring and imaginative foster care service, an opportunity for all our children and young people to become valued members of tomorrow's society.

Looked after children represent the most disadvantaged and vulnerable members of our community. At Futures for Children it is our objective to provide support and conditions in which these most vulnerable young people can thrive and achieve a positive outcome from the time spent in foster care. There is much work to be done to redress the disadvantages these children have experienced and little time to do this before they become independent young adults.

For many children a positive outcome may be a return to their parents or extended family. Maintaining contact and working with genuine respect for the child's family is crucial for keeping these options available. Other children may succeed best in long term alternative families including permanent foster care placements.

Futures for Children can provide a wide range of foster care placements and professional support services to provide specific packages of care to meet the needs of individual children and young people. These services are delivered by qualified and experienced social work staff and foster carers who are valued as full members of our professional team.

Organisation Details

<p><u>Durham Office:</u></p> <p>Futures for Children 8 Lumley Court Chester-le-Street County Durham DH2 1AN</p> <p>Tel No: 0191 492 2371 Fax No: 0191 492 2153</p>	<p><u>Head Office:</u></p> <p>Futures for Children The Master's House College Road Maidstone Kent ME15 6YQ</p> <p>Tel No: 01622 760600 Fax No: 01622 760609</p>
<p><u>Essex Office:</u></p> <p>Futures for Children 62 London Road Southend-on-Sea Essex SS1 1PG</p> <p>Tel No: 01702 335932 Fax No: 01702 434266</p>	<p><u>Maidstone Office:</u></p> <p>Futures for Children The College Tower College Road Maidstone Kent ME15 6YF</p> <p>Tel No: 01622 673 555</p>
<p><u>Branch Offices:</u></p> <p>Futures for Children 1 Cambridge Park Wanstead London E11 2PU</p> <p>Tel No: 0208 530 7775 Fax No: 0208 530 6598</p>	
<p>Futures for Children 8 Alpha Business Park Whitehouse Road Ipswich IP1 5LT</p> <p>Tel No: 01473 760064</p>	

Referrals: Referrals@futures-for-children.org

Website: www.futures-for-children.org

Organisational Offices

Futures for Children have three registered offices and two branch offices. The offices are located in:

Registered Offices

Durham
Essex
Kent

Branch Offices

North London
Ipswich

There are four additional fostering agencies within the Futures for Children group:

Fostering Options	-	Milton Keynes
Foster Care Solutions	-	Durham
Time for Children	-	London

Contracts and Purchasers

Futures for Children currently have contracts with:

- London Care Placements – 33 London Boroughs
- West London Alliance - Barnet, Brent, Ealing, Harrow, Hillingdon, Hounslow, Westminster, Hammersmith and Fulham and Kensington and Chelsea.
- North London Strategic Alliance - London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington
- ER4 – Thurrock, Essex, Suffolk and Cambridgeshire
- Southern Central Contract - Bracknell, Reading, Wokingham, Oxfordshire, Portsmouth, Slough, Southampton, Surrey, West Berkshire, Wokingham, Windsor and Maidenhead
- West Sussex, East Sussex, Brighton and Hove
- South West Contract – Bristol, Gloucestershire, South Gloucestershire, North Somerset, Swindon, Dorset, Bath and North East Somerset.
- Hertfordshire
- Buckinghamshire and Milton Keynes
- Luton, Bedford Central and Bedford
- West Midlands – Dudley, Staffordshire, Sandwell, Telford, Walsall and Wolverhampton
- Tees Valley – Cleveland, Darlington, Hartlepool, Stockton, Redcar, Middlesbrough
- Tyne – Durham, Gateshead, Sunderland, South Tyneside, Northumberland, Newcastle, North Tyneside
- North Yorkshire

Additionally we have spot purchase arrangements with many other Local Authorities.

Aims & Objectives

Futures for Children recognises that the children and young people it is asked to provide placements for will have experienced trauma in their lives, either through neglect, physical injury, emotional, physical and/or sexual abuse. It also acknowledges that these young people are often overwhelmed by these events and, unable to find appropriate ways of dealing with them, will inevitably present a wide range of behaviours.

At Futures for Children we acknowledge that, along with these more challenging behaviours, every young person will also have acquired many skills and strengths which have enabled them to survive their experiences thus far. Whilst we do not believe that it is the child's responsibility to solve the problem, it is our aim to assist them in building on these strengths and skills to find acceptable solutions to their own particular circumstances.

Therefore, at Futures for Children we aim to equip foster carers with the appropriate skills and training to work with the child in such a way that it facilitates joint growth and solutions which will eventually enable young people to return home successfully, move on to a more permanent placement or achieve independent living; whichever is in accordance with their Care Plan.

Philosophy of Care

We believe that children in our care have a right to expect the following regardless of gender, colour, ethnicity, religious beliefs, sexual orientation or disability:

- A safe family environment.
- To be heard.
- To be valued.
- To be involved in decision making.
- Access to high quality education.
- Access to family and/or significant others.

We believe that the adults responsible for their care should treat all children and young people with respect and, regardless of gender, colour, ethnicity, religious beliefs, sexual orientation or disability, should:

- Recognise the child's potential.
- Provide opportunities for self-realisation.
- Recognise and respect the child as an individual.
- Assist young people to build solutions.

We believe that the organisation:

- Should actively involve children in all aspects of service delivery.

- Should encourage and facilitate feedback, ideas and suggestions from foster carers, staff and those involved in the service.
- Should provide an environment that promotes equality and does not discriminate against any individual in any way.
- Should recognise and acknowledge the achievements of all members of the organisation.
- Should encourage enthusiasm, imagination and individual contributions to the team effort.
- Should put in place systems and structures, training and consultation, which enable the delivery of childcare to a high standard.

Placement Categories

The organisation provides a wide range of placements for children and young people of all ages and needs, these include:

- Respite care for children who need one-off or regular breaks from their families.
- Emergency placements for children who need a safe place to stay for a few nights.
- Short term placements for children who need to be away from their families for a longer period.
- Long term or permanent placements – where carers commit to care for children until they are eighteen (and beyond).
- Children with disabilities - for children who need increased support and care.
- Remand placements – for young people remanded into care by the courts following alleged criminal activity, or requiring a bail address.
- Unaccompanied Minors - for young people who have left their country of origin with no parents or guardian in England.
- Parent and Child placements
 - Assessment Arrangements
 - Support Arrangements
 - Holding Arrangements

Services Provided

Education

Futures for Children holds the belief that educational achievement is crucial to the future life chances of our most vulnerable young people and should therefore be afforded a priority within the development of high quality fostering services.

All Futures for Children carers are required to participate fully and take an active role in the education of all Looked After Children, encouraging and enabling the children to enjoy and benefit from their educational experiences.

The organisation contracts the services of an education provider that offers a telephone helpline during term time to offer assistance and guidance with educational matters. An education audit measuring the performance of each office takes place annually.

Therapy

Futures for Children employs the services of a Director of Therapy, Inger Gordon - MA/CQSW Diploma in Systemic Therapy, BSc in Sociology and Psychology and Teaching Skills in Systemic Therapy - who is able to provide consultation and guidance on therapeutic support to foster carers in the midst of challenging situations.

Contact/Family Work

Futures for Children is committed to the promotion of Contact with those who are significant to the child or young person, believing that it is essential for their emotional and physical well being.

Futures for Children has access to a team of independent workers who are able to complete specific pieces of work aimed at promoting family relationships for the child. These could include:

- The supervision of Contact.
- Life story work.

A contact room is available at the Maidstone, Essex and Wanstead offices.

Health

All young people will, wherever possible, remain registered with their own GP and dental services. Where this is not possible the child or young person will be registered with the health provision local to the foster placement.

Futures for Children believes that by promoting health and providing education on related issues, eg smoking, drug and alcohol abuse, diet, etc, this will improve the outcomes for young people placed within the organisation.

The organisation provides each child and young person with a Health Passport. This passport records health related incidents, appointments, etc, and will follow the child or young person when they move on, supporting a consistency of care.

Leisure and Recreation

At Futures for Children leisure and recreational pursuits are considered to be an important part of a child's social education, as well as important in the holistic development of "self". Whether the leisure pursuit is just for enjoyment or, indeed, one where a young person is particularly gifted, participation in such activities will be encouraged in line with the child's wishes and potential.

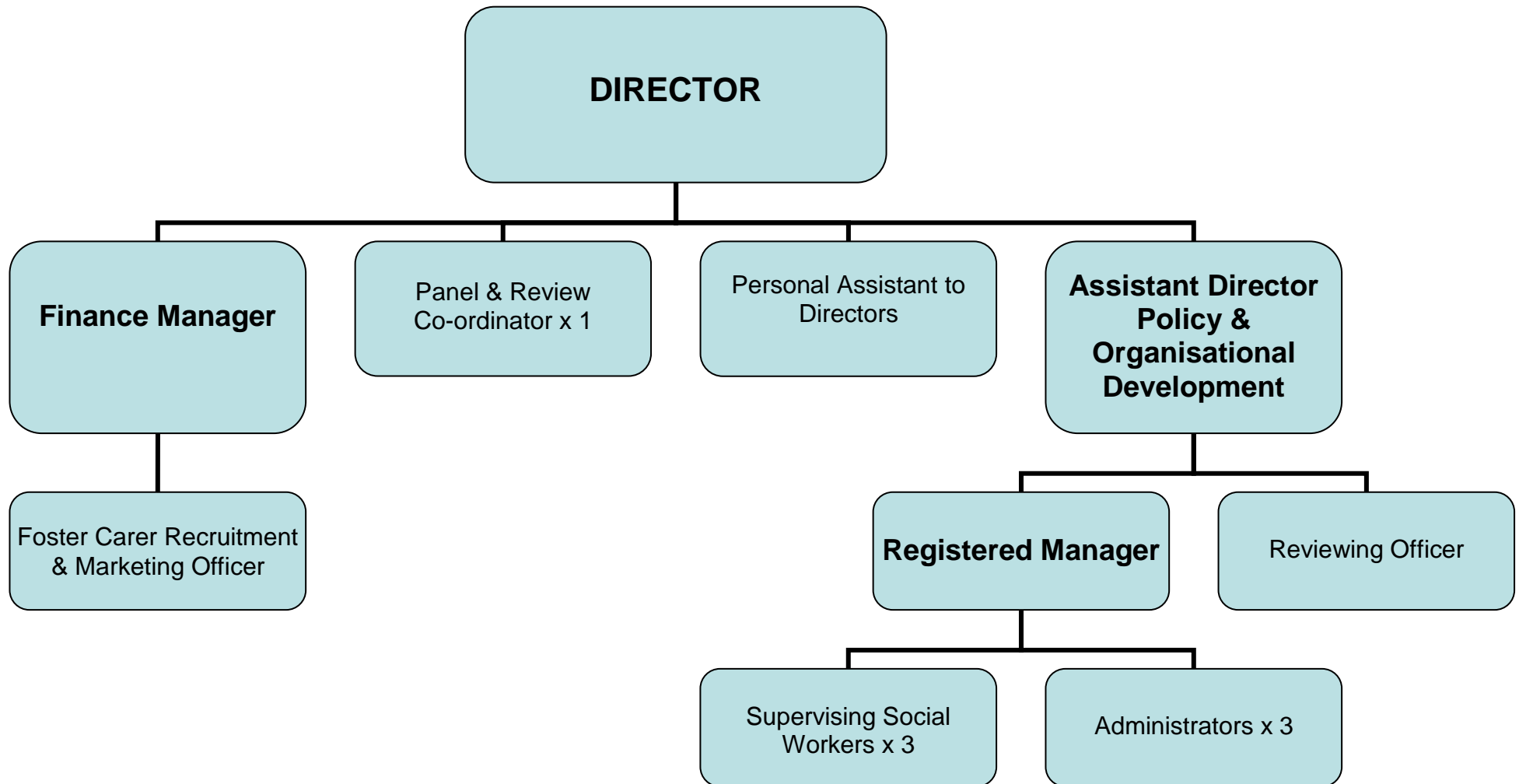
Involvement in activities will be monitored, as with the rest of our service, and health and safety issues considered as necessary.

Staff Employment

Futures for Children recognises the importance of child-centred, empathetic staff who have a good understanding of the difficulties and conflicts affecting foster carers and their families. We seek to employ people who are able to demonstrate the skills to work professionally with carers and children and who can give a commitment to work within the child-centred ethos of the organisation. Social work staff will be qualified to CQSW, CSS, DipSW or degree level, and must be registered with the Health and Care Professions Council. Other staff, such as support staff or administration, will be selected on qualifications, experience and merit. All staff will be subject to a rigorous selection process which includes an interview based on the safer recruitment process, checks from the Disclosure and Barring Service, Ofsted, Local Authority, employment and personal references. All references are followed up by telephone.

Futures for Children is an equal opportunity employer and welcomes applications from ethnic groups and people with disabilities and will not discriminate against anyone because of race, culture, sexual orientation, gender, age, marital status, religion or disability.

ORGANISATIONAL/MANAGEMENT STRUCTURE



Staff List

Assistant Director – Policy and Organisational Development

Julie Mountney

NVQ4 in Management, Diploma Social Work with Children and Families (S.A.C. Dip.)

Julie began her career as a foster carer. After twelve years she moved on to working for a Local Authority as a Foster Care Advisor. This role involved all aspects of support to foster carers and placements, including out of hours support and crisis intervention. Julie also managed a team of support workers who worked with adopters to avoid adoption breakdowns. Julie began working for Fostering Option at its inception in 2002. She has held various positions during this time. Julie was appointed in September 2011 to work across the organisations under the Futures Group umbrella. She takes the lead in creating and developing policies and systems to ensure that the organisation's practice meets or exceeds the requirements of current legislation.

Finance Manager

Michelle Whalley

Sage Accounting Stage 1 & 2, +ECDL, OCR Bookkeeping Level 1, AAT NVQ 4 Advanced Level. Member of the Association of Accounting Technicians (MAAT) CIMA Operational Level. Chartered Institute of Management Accounting Diploma (CIMA Dip MA)

Michelle has many years' experience in business, responsible for managing staff and financial matters. She joined Fostering Options in May 2003 as an Administration Assistant. Michelle has increased her knowledge through experience and qualifications and in 2010 was promoted to Futures for Children Group Finance Manager with responsibility for the Finance Department.

Registered Manager/Panel Adviser (Durham/Futures Panel)

Christine Heaver

MA; CQSW; Advanced Award in Social Work (Children and Families). Combined Certificate in Counselling Skills and Theory; Level 5 Diploma in Management Studies.

Christine has worked with children and young people in a variety of settings since 1985. She qualified as a Social Worker in 1992 in a Local Authority Child Care/Child Protection team then moved into a Local Authority therapeutic team offering direct work with children and young people suffering from trauma, and their families. Christine then moved to the independent sector and managed the therapy service for a fostering organisation in the North East. After a spell in CAMHS, Christine joined Futures for Children in 2004 as a Senior Supervising Social Worker, progressing to Registered Manager in 2005.

Reviewing Officer

Virginia Charlton

BSc (Hons) in Social Work

Virginia qualified as a Social Worker in June 2000, after which she commenced working with the Children & Families Team in October 2000 at Durham County Council. The Team diversified and Virginia specialised in the Disabled Children & Families Team in 2002. She successfully completed the Child Care Post Qualifying Award in 2008. The Disabled Children & Families Team undertook assessments, plans and reviews and also undertook their own Child Protection enquiries and Court work. Virginia had previously been a Panel Member for the Futures group prior to commencing work as a Reviewing Officer for Futures for Children in April 2017.

Senior Supervising Social Worker

Kimberley Reay

BA Honours Degree in Social Work

Kimberley undertook her final student placement with the organisation in 2008 and on qualifying accepted a position of Supervising Social Worker, progressing to Senior Supervising Social Worker in 2012. She received additional training and completed Post Qualifying Social Work modules which allowed her to develop her skills so she could assist to mentor other Supervising Social Workers and students in the team. In 2015 Kimberley took up a position working as Reviewing Officer, based in the North East between Futures for Children and Foster Care Solutions. This role also involved a quality assurance aspect and undertaking Form F assessments. In April of 2016 Kimberley decided to resume her role as Senior Supervising Social Worker. Prior to Futures for Children Kimberley gained experience working in social care settings, including day care and residential homes for adults with learning difficulties, a homelessness and substance misuse service and home care and support work for adults with health or learning difficulties.

Supervising Social Worker

Diane Szandrowska

Diploma in Social Work, Certificate in Effective Practice/Youth Counselling

Diane qualified as a Social Worker from Northumberland University in 1999. She began her Social Work career with Cumbria County Council working in both their Children/Family & Duty Teams before moving on to the Youth Offending Team. In 2004 Diane relocated to the North East and began work for Newcastle City Council Youth Offending Team, continuing her work with young people and their families. In 2006 Diane joined the Newcastle adoption team where she completed prospective adopters' reports, supported prospective adopters and children in need of adoptive families. In 2009 Diane joined a private fostering agency working as a Supervising Social Worker with foster children and supporting foster carers in their role. At the end of 2012 Diane took a (very) late gap year from Social Work, however volunteered for the NSPCC 'Childline' School Service, undertaking assemblies and workshops with primary school children. Since 2014 Diane has worked for the People's Dispensary for Sick Animals (PDSA) before returning to her Social Work career. Diane joined Futures for Children as a Supervising Social Worker in August 2016.

Before qualifying as a Social Worker Diane worked with adults with learning difficulties both in a college setting and a community home setting. In 2002 she was chosen by 'Tynedale Rotary' to be part of a 4 person team to travel to the Philippines to shadow social workers for one month. This was an invaluable and unforgettable experience.

Supervising Social Worker

Fiona Nicholls

BSc (Hons) Social Work

Fiona qualified as a Social Worker from Northumbria University in 2009. She initially worked in Newcastle CAMHS within a hospital team and then gained a position as Supervising Social Worker for Northumberland County Council within the Fostering and Adoption Team. Fiona has worked independently for a number of independent fostering agencies and local authorities completing fostering and adoption assessments, chairing foster carer annual reviews and quality assuring Form F assessments. Prior to qualifying as a Social Worker, Fiona had worked within Children's Services within secure residential and, latterly, as Enquiry and Referral Co-ordinator for an area team.

Supervising Social Worker Vacancy

Panel & Review Co-ordinator Sheena Clerkin

Sheena joined Futures for Children as an Administrator in the Durham Office in October 2009, initially to cover a full time administrator post on maternity leave. Sheena progressed to Senior Administrator on the return of the previous administrator. In March 2015, Sheena took up the post as full-time Panel and Review Co-ordinator within the group of companies. Based in the North East Sheena supports the Reviewing Officer with all carer annual reviews. Sheena also hold responsibility for all panel administration.

Foster Carer Recruitment & Marketing Officer Alice Turbine

CIM3 , CIM4 – Award in Marketing (Distinction)

Alice began her marketing career shortly after completing her Level 3 Certificate in Marketing. Alice has drawn marketing experience from an array of marketing environment, from the hustle and bustle of the recruitment world to sales and data-driven e-commerce, but craved a more rewarding role. Alice joined the Futures group of companies in April 2017 and is looking to complete her Level 4 Certificate in Marketing, focused on Digital Marketing, in Spring 2018.

Administrator Rachael Witherspoon

Rachael joined Futures for Children in 2004, supporting the social work team as Administrator in the Durham Office. Rachael works 3 days a week.

Administrator Jacqueline Melvin

Jacqueline joined the organisation in March 2015 as a full time administrator for Futures for Children. She has worked in administration for 28 years and also has fostering experience.

Temporary Administrator Yvonne Lewins

Yvonne took up her employment with the organisation on 1st February 2017 and her working hours are for 3 days per week, on a temporary arrangement, covering long term sick leave. Yvonne has worked within social care for over 27 years in an administration capacity and sees herself as a significant contributor to improving children's outcomes during their time in care.

Independent Consultants

In addition to the above staff group, the organisation contracts the services of:

Name	Position	Qualifications/relevant experience
Jennita Hancock	Education Consultant	Teaching Certificate Counselling Certificate (Level 1 & 2 N.W.R.A.E.B.)

Recruitment & Approval Process

- Futures For Children will use various methods of advertising in an effort to continue organisational development including magazine and newspaper advertising, website, posters and specialist publications. The aim is to support Local Authorities to meet their sufficiency targets.
- Following an enquiry or response to an advertisement, a member of the social work team will contact the prospective applicant(s). They will complete an Initial Enquiry Form obtaining basic information and are able to answer any queries about fostering or the organisation.
- An Information Pack will be sent out which contains a brochure detailing information about the organisation, its services, the assessment process, fees and allowances.
- Should the decision be made to proceed, a visit to the applicants at their home will be arranged. Following this visit, if the applicants wish to proceed and the organisation consider that they are able to meet the placement needs of the organisation, then a recommendation will be made to proceed to the next stage and an application form provided for completion.
- All applicants will be invited to attend an induction course 'Skills to Foster' as part of their assessment. This will give them some insight into the fostering task and provide the organisation with evidence of their skills and abilities and any areas that may need to be explored further as part of the assessment.

Stage One

The information required at this stage:

- the applicant's full name, address and date of birth;
- details of the applicant's health, supported by a medical report;
- particulars of other adult household members;
- particulars of children in the applicant's family (whether or not they are members of the household) and any other children in the household;
- particulars of the household's accommodation;
- the outcome of any request or application made by the applicant, or any member of the applicant's household, to foster children or for registration as an early or later years provider under Part 3 of the Childcare Act 2006, including particulars of any previous approval or refusal of approval;

- the name and address of any fostering service where the applicant has been an approved foster carer in the preceding 12 months;
- names and addresses of at least two persons who will provide personal references for the applicant;
- in relation to the applicant and each member of their household aged 17 or over, an enhanced Disclosure and Barring Service (DBS) Certificate;
- details of any current and any previous marriage, civil partnership or similar relationship;
- consult the Local Authority in whose area the applicant lives, if this is different to the fostering service; and
- interview at least two personal referees and prepare written reports of the interviews; **or**, if the person has been an approved foster carer for another fostering service in the preceding twelve months, request a written reference from that fostering service.

At any point during stage one of the assessment process, if the fostering service's Agency Decision Maker decides that the applicant is not suitable to foster, they will write to the applicant informing them of this decision, giving full reasons, within 10 working days of all the stage one information being received.

The applicants will also be informed that they may complain if they are unhappy with the way in which their case has been handled via the fostering service's complaints process. The complaints process should address whether or not the applicant's case has been handled in a reasonable way, rather than the question of the applicant's suitability to foster.

N.B. Stage one and two can run concurrently. However, if the decision maker determines that an applicant is unsuitable to foster more than ten working days after the information required by stage one has been received, or as a result of information required by stage two, then the provider must follow the stage two procedure and the determination must take account of a fostering panel recommendation informed by either a brief report or a full assessment report.

Stage Two

Additional information which forms part of the assessment process:

- details of personality;
- religious persuasion and capacity to care for a child from any particular religious persuasion;
- racial origin, cultural and linguistic background and capacity to care for a child from any particular racial origin or cultural or religious background;
- past and present employment or occupation, standard of living, leisure activity and interests;
- previous experience (if any) of caring for their own and other children;
- Skills, competence and potential relevant to their capacity to care effectively for a child placed with them;

- confirmation of financial stability, including mortgage/rent is not in arrears;
- employer references in current or latest position as well as for all roles where the applicants have worked with children or vulnerable adults;
- where applicants have school age children in the household, a consultation with their school will be undertaken;
- where applicants have had children with an ex-partner, the ex-partner will be contacted and asked whether they know of any reason why the applicant should not be approved as a foster carer;
- where applicants are transferring from another organisation or Local Authority the Fostering Network Protocol process will be adhered to (including, if appropriate, a visit to the organisation/Local Authority to read the applicant's fostering file);
- adult children of the applicant(s), living away from home, will be contacted for consultation; and
- any relevant training undertaken that the applicants can evidence (ie certificates).

Before the assessment is complete, if information comes to light indicating that the applicant is unlikely to be suitable to foster, a 'brief report' can be compiled setting out details of the assessment done and the reasons for considering the applicant unsuitable.

The applicant will be:

- notified that the brief report is to be sent to the Fostering Panel;
- provided with a copy of the brief report; and
- given 10 working days from the date of the notification to send their observations to the fostering service provider.

The brief report will then be presented to the Fostering Panel for consideration, along with any observations submitted by the applicant and any other relevant information. The Agency Decision Maker's determination about whether to terminate the assessment following a brief report will take account of the recommendations of the fostering panel.

A stage two assessment that has been started must be completed, unless:

- the assessment is terminated following a brief report;
- the applicant withdraws from the process;
- the applicant is deemed unsuitable as a result of stage one of the assessment (where stages one and two have been carried out in parallel); or
- it becomes apparent that the applicant or an adult member of their household has been convicted of, or cautioned for, a specified offence.

Completed Assessments

When all the information has been collated and the assessment has been completed the assessing social worker together with the applicant(s) will make a decision as to the age range, gender, placement type, and number of children that would best meet their household, their skills and abilities.

Fostering Panel

- On completion of the assessment the applicants and their assessing social worker will be invited to attend the next available Fostering Panel.
- Futures For Children Fostering Panel will determine the suitability of applicants and the circumstances of their approval as foster carers and make a recommendation to the Agency Decision Maker.
- The Agency Decision Maker will make the final decision within seven working days of receipt of the recommendation and final set of minutes taking all of the information available to them, including the recommendation of the Fostering Panel as to the applicant's approval status, adding his/her comments and signature to the Panel Approval Form.
- If the decision is that they consider the applicants to be unsuitable to foster then the applicants will be informed of this decision and the reasons why the organisation is proposing not to approve (qualifying determination) and they will be provided with information on the appeals process.
- Applicants will be informed verbally within two days of the decision and within five days in writing.
- Following approval as foster carers for the organisation, carers are required to attend a Foundation Course (Child Protection, Safe Caring and Record Keeping).

N.B. Futures for Children aims to complete all assessments, in line with regulations, within eight months.

Foster Care Agreements

Following approval foster carers are asked to agree and sign a Foster Care Agreement. This agreement details the expectations the organisation places on the foster carer and the service the foster carer can expect from the organisation.

Foster Carer Annual Home Reviews

All foster carers approved by the organisation are reviewed annually or earlier should this be appropriate. As part of this process the following people will be consulted on the foster carer's ability to meet the needs of the children placed:

- Children placed (or previously placed during this Review period)
- The school or college of children placed
- Child's Social Worker from the Local Authority
- Children of foster carers who live in the household

- Foster carers
- Foster carer's Supervising Social Worker
- Any person whose contribution will add value, ie IRO/therapist/YOTs

The first and every third annual review will be referred to the Fostering Panel for consideration and their recommendation will go to the Agency Decision Maker. Reviews may be brought forward at any time, for example if there has been a complaint on standard of care or an allegation made against a member of the fostering household. As a quality assurance measure all reviews which do not go to the Fostering Panel will be presented to the Fostering Panel Chair before going to the Agency Decision Maker.

Training and Development

Foster Carers

Futures for Children is committed to the development of its foster carers which will enhance and develop their skills and knowledge to ensure the best possible outcomes for our children and young people. Each foster carer will have an Individual Development Plan which will identify their learning needs and interests and be reviewed annually although can be updated at any time.

- **Core Training** – Essential courses to provide foster carers with a sound grounding in working with children and young people who are looked after.
- **Expansion Training** – In-depth training programme that builds on the core skills for developing foster carers or for those with more experience.
- **Specific Training** – Individual training courses, specific to the individual foster carer's skills and interests, or relating to the particular needs of any young person in placement.
- **Training, Support and Development Standards** – All foster carers will be supported by the organisation to complete the standards within the first twelve months of their approval.
- **National Vocational Qualification Training** – The organisation promotes and supports foster carers towards gaining this recognised national qualification.

These courses are provided in various forms such as:

- In house courses
- External trainers
- External training resources
- One to one
- Men's groups
- Children and young people groups

- E learning
- Support groups

Staff

Futures for Children is committed to the progression of its staff. Each member of staff will have an Individual Development Plan which will be reviewed annually at their Appraisal but may be updated at any time.

Training will form part of the staff's supervision sessions.

Training courses will be provided both internally and externally, leading, wherever possible, to further qualification, including NVQs for Administrators, Post Qualifying Awards for Social Workers and Management Qualifications for senior staff members.

Complaints and Representation

Futures for Children endeavours at all times to promote positive communication and partnership between all those involved in foster care. The organisation therefore hopes that any concerns and representations can be expressed easily, with confidence and in the expectation that they can be responded to quickly and informally.

Our primary aim is to listen to and attempt to resolve problems and difficulties between ourselves in an atmosphere of mutual care and respect.

A complaint may be generally defined as “an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of the organisation which requires a response”.

The following principles guide the Complaints Procedure:

- Complaints and representations are welcomed as an important part of improving our service and ensuring quality.
- There is a commitment to making changes to our services where a complaint or representation shows a need for change.
- We are committed to ensuring that our complaints system is accessible and available to everyone.
- Establishing what the complaint is, together with the desired outcome at an early stage, can lead to a better resolution for all involved.
- We are committed to responding to complaints speedily and, wherever possible, to achieving an outcome which is agreeable to the complainant.
- We aim to achieve the easiest, least stressful way to involve the complainant in the complaints process.
- We are committed to assisting and supporting children and young people to make a

complaint or representation to the organisation and ensuring that they have a clear understanding that they will not be subject to any reprisals for doing so.

Who Can Make a Complaint or Representation

Anyone who has come into contact with our organisation including, but not exclusively, children and young people, parents, foster carers, social workers, local authorities, education, health, staff and independent workers. Where a complaint is received from a representative acting on behalf of a child or young person, the organisation will, if appropriate, confirm where possible that the child or young person is happy and that the complaint submitted reflects their views.

Representations

Representations can be made in writing or verbally by anyone who has an interest in the fostering service. Ideally this should be through a face to face meeting. A written record of the discussion should be completed and sent to the Assistant Director/Registered Manager for consideration and if appropriate forwarded on to the Director of the organisation. A written response should be sent to the person making the representation as soon as the information has been considered and any appropriate action taken. Should the response not be felt to be satisfactory to them then consideration can be made to evoke the Complaints Procedure.

The Complaints Procedure

Stage 1

The expectation is that the majority of complaints should be considered (and resolved) at Stage 1.

At Stage 1, we will discuss with the complainant their concerns and attempt to address the complaint as quickly as possible and find a way forward. Most Stage 1 complaints should ideally be concluded within 10 working days, however this may not always be possible and therefore the aim will be for a conclusion to be reached within a maximum of 20 working days.

If the matter is resolved, the organisation will write confirming the agreed resolution.

Where the matter is not resolved locally, the complainant has the right to request consideration of the complaint at Stage 2. This request should ideally be received by the organisation within 20 working days so that momentum in resolving the complaint is not lost.

Stage 2

Consideration of complaints at Stage 2 is normally achieved through an investigation conducted by an Investigating Officer.

The investigation should be completed and the response sent to the complainant ideally within 25 working days. However, this may be impractical in some cases, eg where the complaint involves several agencies, all or some of the matters are the subject of a concurrent investigation (such as a disciplinary process), if the complaint is particularly complicated or if a key witness is unavailable for part of the time.

Where it is not possible to complete the investigation within 25 working days, Stage 2 may be extended to a maximum of 65 working days. Where a response in 25 working days is not feasible the organisation will inform the complainant as soon as possible in writing of:

- the reason for the delay;
- and the date by which a response should be received.

After the Investigating Officer has produced their report the organisation will write to the complainant with their response to the report. The response will contain details of the right to have the complaint submitted to a Review Panel should the complainant be dissatisfied with the outcome.

Stage 3 – Review Panel

Review Panels are designed to:

- listen to all parties;
- consider the adequacy of the Stage 2 investigation;
- obtain any further information and advice that may help resolve the complaint to all parties' satisfaction;
- focus on achieving resolution for the complainant by addressing clearly the defined complaints and desired outcomes;
- reach findings on each of the complaints being reviewed;
- make recommendations that provide practical remedies and creative solutions to complex situations;
- support local solutions where the opportunity for resolution between the complainant and the organisation exist;
- to identify any consequent injustice to the complainant where complaints are upheld, and to recommend appropriate redress; and
- recommend any service improvements for action by the organisation.

The Review Panel will not reinvestigate the complaints, nor will it be able to consider any substantively new complaints that have not been first considered at Stage 2.

Complainants have the right to bring a representative to the panel to speak on their behalf. After the Panel the organisation must endeavour to send its response to the Panel's recommendations to the complainant (and other participants as necessary) within 15 days of receiving the Panel's report.

If following Panel, the complainant remains dis-satisfied they will be advised of their rights to contact the organisation's inspection body:

Ofsted
National Business Unit
Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel: 0300 123 1231
enquiries@ofsted.gov.uk