



STATEMENT OF PURPOSE

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1. Introduction

ALL4U Fostering is a small independent fostering organisation. Its Central Office is on a beautiful rural site a few miles inside the M25 on the Kent and Greater London border in the village of Knockholt in the Sevenoaks district. It occupies 52 acres of woodland and fields and is home to horses, peacocks, guinea fowl, deer and other abundant wildlife.

Marion Layberry OBE is the Chair of the Board of Directors, Mark Thomas is the Responsible Individual and Wendy Spears is the Registered Manager. Along with the rest of the team they have over 100 years of fostering experience between them.

Unlike most other independent fostering agencies though, ALL4U Fostering follows a unique path. ALL4U Fostering is directly linked to a Charity, The Layberry Foundation, which supports vulnerable young people post care, to gain meaningful employment opportunities through a network of volunteer mentors and supporters. This direct link necessitates that ALL4U Fostering has only one share which is owned by a Trust and managed by a Board of Trustees most of whom are Directors of the Organisation. This share can never be sold.

As a Social Enterprise, ALL4U will reinvest any surplus gained after the delivery of its services, returning it to the Team. ALL4U Fostering will share 50% with the families and staff and 50% will be allocated to the work of The Layberry Foundation to allow it to develop its valuable work with post care vulnerable adults.

ALL4U Fostering provides bespoke packages of care tailored to meet the specific needs of children and young people. We highly value the foster families who will form the basis of our work and recognise the importance of the primary attachment and need for preoccupation with the children in our care.

The Fostering Service Regulations (England 2011) and the National Minimum Standards for Fostering Services (England 2011) require that providers compile a Statement detailing what services are provided, the governing principles and who manages and provides the services.

The Statement of Purpose is for:

- Ofsted
- Prospective and Approved Foster Families
- Parents or Guardians of any child/young person placed with the Fostering organisation
- Social Workers working for ALL4U Fostering and Local Authorities
- All other members of the ALL4U staff team
- Fostering Panel Members
- Local Authority Customers
- All professionals whose work may bring them into contact with ALL4U Fostering
- Members of the public

The Statement will be reviewed regularly and updated as necessary to include changes in policy, procedure and the organisation.

The Statement of Purpose will be available on the ALL4U Fostering website at:
www.ALL4UFostering.co.uk

2. Aims and Objectives

ALL4U offers bespoke, therapeutically supported, foster placements and associated services to children and young people to best meet their developmental needs, throughout the South East of England. The Organisational model ALL4U have adopted is The Secure Base created by Schofield and Beek 2014 promoting attachment and resilience across the whole of ALL4U to support the families working directly with the children and young people. Throughout, all members of the ALL4U Fostering team have adopted the Secure Base Model with the 5 elements of the Secure Base Star, Availability, Sensitivity, Acceptance, Co-operation and Family Membership, coupled with the thinking and feeling related to the care giving cycle. Secure Base assists our therapeutic understanding allowing us to see all behaviour as a form of communication. A Secure Base is at the heart of what we do and applies to each element of the ALL4U support and supervision structure, be that Board discussion or individual work with a young person.

3. Core Principles and Therapeutic Management model of care

ALL4U has 3 Core Principles that underpin the Secure Base Model: -

1. Staff and foster carers need a good therapeutic understanding to provide an informed Therapeutic approach.

Achieved through high quality supervision training and support.

2. The development of a reflective culture at all levels and disciplines within the organisation.

Achieved through understanding the Secure Base Model Schofield & Beek (2014), promoting attachment and resilience with an added belief in the importance of understanding the meaning of behaviour as a form of communication, often used by children who cannot find other ways of communicating their confusion and distress.

3. Partnership working as central to providing a high-quality therapeutic environment.

Achieved through an extended family of adults who demonstrate through their working relationships a model of integration to the children in their care. Each child will be afforded a network structure or team around the child. ALL4U will encourage all those working directly with the child to engage regularly to best meet the child's comprehensive needs.

ALL4U Therapeutic Management Model of Care

Children referred to ALL4U have experienced the trauma of being removed from their birth family. They often have a painful history and damaged relationships in early life that have continued to impact upon further relationships, their sense of self and their emotional development. These early life events and damaged relationships can often lead children to display difficult and challenging behaviours. These behaviours offer a huge challenge to those charged with the children's care and development including in foster care education or therapy. ALL4U's task using its core principles and Secure Base Model is to promote attachment and resilience in foster carers and children and provide a therapeutic management structure which contains a 24/7 team around the child approach to all aspects of the child's life.

ALL4U recognise the most important relationships to allow a child to develop Trust, Manage Feelings, Build Self Esteem, Feel Effective and Gain a Sense of Belonging is within a foster family setting. To support and maintain these relationships ALL4U staff team and extended team around the child, including Local Authority Social Workers, Education and Health Services, will work in partnership with the ALL4U foster family offering support, supervision, therapeutic assessment and training, plus an opportunity to reflect on their own experiences of living and working with the child in their care. Our strong belief is that if our foster carers and staff are to work and live alongside the children and young people, they have to themselves feel valued, understood, supported and cared for.

We achieve this model of care by providing the following:

ALL4U Fostering provides a range of family placements to meet the diverse needs of children and young people looked after by Local Authorities. We ensure that children and young people are suitably matched with trained, skilled and well-supported foster carers able to provide high quality therapeutic childcare.

ALL4U Fostering will treat every child as a unique and valuable person seeking to offer them a bespoke package of therapeutic care and treatment. We will work with each young person to maximise their abilities in a highly professional but flexible way. This approach applies from the time the child is placed within the organisation through to independence, whatever age that may be.

We offer: -

- Foster placements for children and young people with complex emotional, behavioural and learning needs.
- Task Centred care for unspecified periods into independence.
- Foster carers with skills and experience matched to the needs of those they care for.
- High levels of support and training for young people into independence and beyond in line with our link to The Layberry Foundation.
- Bridging Placements to Adoption and Special Guardianship.
- Long term/Permanency placements.
- Sibling Placements.

- Short Term Placements.
- Respite Care.
- Parent and Child placements.
- Staying Put.

Our commitment is: -

To safeguard children and young people.

To make sure that the child/young person's wishes and feelings are heard and that they have a voice.

To provide individualised care to children/young people which promotes positive identity, encourages their potential, and values diversity.

To promote positive behaviour and relationships for children and young people.

To respond positively to children and young people who run away or who are missing from care, ensuring their safety, and minimising the risks that they face.

To promote a child/young person to have leisure activities.

To promote a child/young person's educational achievements.

To promote contact with friends and family for a child or young person.

To promote a suitable physical environment for the child/young person.

To make sure children/young people are prepared for their ALL4U placement.

To promote independence at all ages for children and especially in their transition to adulthood.

To make young people aware of the support and learning opportunities available through The Layberry Foundation prior to, and once they reach independence and where appropriate are Staying Put in foster families.

To recruit and assess foster carers who can meet the needs of children/young people.

To run effective and efficient Panel and Decision-Making processes.

To make sure that children/young people are matched with foster carers able to meet their assessed needs.

To regularly update the Statement of Purpose and Children/young people's Guides.

To manage the service effectively and efficiently.

To take account of budgetary issues and business continuity.

To make sure all staff are suitable to work with children, and that they are qualified and supported in their continual professional development.

To provide learning opportunities and support continual professional development for foster carers and staff.

To supervise, support and train foster carers to the highest standards.

To handle allegations and suspicions of harm according to procedures.

To support supervise and train staff in therapeutic practice.

To pay foster carers appropriately and on time.

Financial procedures will include monthly budget monitoring reports of expenditure and income including forecasts for the year.

ALL4U are committed to improving practice and service delivery and to recruiting and retaining quality staff and foster carers to facilitate this. All staff and foster carers will be provided with a thorough induction and support from an experienced and skilled management team to promote and work within ALL4U Fostering quality assurance policies and procedures. Staff and foster carers will also be provided with the Whistle Blowing Policy as part of their induction, which makes clear the responsibility of all to report areas of poor practice.

We will ensure that children/young people can thrive and reach their full potential.

ALL4U Fostering is fully committed to providing holistic therapeutic services which embrace diversity and promote equality of opportunity. Our goal will be to ensure that these commitments, reinforced by our values, are embedded in our day to day working practices with all children/young people, foster families, colleagues, and all other stake holders. We will provide equal opportunities for all and will not tolerate discrimination.

Enquiries will be welcomed from the widest range of potential carers who can meet children/young people's needs.

ALL4U Fostering will work closely with Local Authorities to ensure quality information is collated regarding children/young people's needs when matching with foster carers. This includes information related to individual identity, language, race, culture, faith, educational assessment/attainment, emotional and physical health and wellbeing.

4. Status and Constitution

ALL4U Fostering is a limited company, which will provide a fostering service to Local Authorities, who purchase its services.

ALL4U Fostering is a company registered in April 2016 at Companies House. (Registration No 10148717).

ALL4U Fostering is fully aware of Government initiatives in the support and protection of children and young people and is committed to working with placing Local Authorities in order to assist them in meeting the prescribed objectives for children and young people in care.

Constitution

The Core ALL4U Team currently consists of:

Marion Layberry OBE., Chair of the Board of Directors, Agency Decision Maker

Andrew Fox, Director

Terry Towner, Director, Head of Finance, Company Secretary and Panel Member

Mark Thomas, Head of Service and Responsible Individual

Wendy Spears, Registered Manager

Steph Major, Office Manager

Alison Hall, Quality Assurance Manager

Chloe Leese, Office Administrator

Kathy McClean, Office Administrator

Anita Swan, Supervising Social Worker

Ann Monaghan, Supervising Social Worker

Clare Bridgland, Supervising Social Worker

Kyri Lillington, Supervising Social Worker

Georgina Georgiou, Family Placements Coordinator

Joanne Lane, Office Administrator

They operate in the South of England from:

ALL4U Fostering (South East Registered office):

Wood Farm,
Burlings Lane,
Knockholt,
Sevenoaks
Kent TN14 7PF

Tel: 01959 535025

Email: team@ALL4Ufostering.co.uk.

Website: www.ALL4Ufostering.co.uk

The Directors have appointed the accountants Creasey's of Tunbridge Wells, to oversee financial matters and to prepare their Annual Accounts.

The Directors have undertaken to operate ALL4U Fostering Ltd in line with good company and accounting procedures, and to abide by the requirements of Companies House.

The Directors will meet as many times as may be required throughout ALL4U Fostering's year and will hold an annual meeting to discuss its current and future operation.

The Directors have set policies and procedures in place to enable ALL4U Fostering Ltd to meet current regulations and the requirements of Local Authorities' accreditation criteria, and the Ofsted inspection.

For organisational structure, further staff details qualifications and details of panel members, please see appendices A, B and C. (Available separately on request.)

5. The Legal Framework and Standards of Care followed by ALL4U Fostering

This Statement of Purpose has been developed in accordance with appropriate statute law and regulations, including:

- Children Act 1989 – the primary legislation governing looked after children and Fostering services.
- Care Standards Act 2000 - sets the regulatory and inspectoral regime and establishes National Minimum Standards.
- Children (Leaving Care) Act 2000 – primary legislation governing services for care leavers.
- Children Act 2004 - requires local authorities to promote educational achievement of looked after children.
- Children and Young Persons Act 2008 - amends the Children Act 1989 regarding placement of looked after children and strengthens visiting requirements and the role of the independent reviewing of cases.
- Fostering Services (England) Regulations 2011(Miscellaneous Amendments) Regulations 2015 - regulates all Fostering services, replacing the Fostering Services Regulations 2002.
- Independent Review of Determinations (Adoption and Fostering) Regulations 2009 - extends the Independent Review Mechanism (IRM) to Fostering.

- Care Planning, Placement and Case Review (England) Regulations 2010 - specify requirements for care and placement plans, decisions, monitoring and reviews
- Care Leavers (England) Regulations 2010 - designed to ensure that young people leaving care receive the same support that would be expected of any reasonable parent.
- Children Act 1989 Representations Procedure (England) Regulations 2006 - regulate how local authorities (and some others) deal with representations made under the Children Act 1989, including those concerning the usual Fostering limit.
- Human Rights Act 1998 - treating everyone equally, with fairness, dignity and respect.
- Disability & Equality Act 2010 - prohibits discrimination against people.
- Race Relations Act 1976 and amendment 2000 - make it unlawful to treat a person less favourably than another on racial grounds.
- The Immigration, Asylum & Nationality Act 2006 - right to work in the UK.
- The Gender Recognition Act 2004 – allowing people to change their legal gender.
- The General Data Protection Regulation (GDPR) 2016 implemented May 2018. A regulation in EU Law on data protection and privacy for individuals within the European Union.
- ALL4U Registered Manager is responsible for the management and compliance relating to the legal framework above. Regular monitoring which contributes to assessing the effectiveness of ALL4U Fostering is carried out by the Registered Manager, Responsible Individual Quality Assurance Manager and the Board who also have responsibility for managing quality and risk in the following areas: -
 - All matters listed in Schedule 6 Regulation 35(1)
 - Notification of events listed in Schedule 7
 - Other significant events related to ALL4U monitoring.

The Registered Manager and Responsible Individual will be jointly responsible for producing Regulation 35 and NMS 25 Reports to analyse ALL4U's current work and its development. These reports combined will monitor and ensure continued development of the service in the interests of children/young people foster carers and staff. These reports will be shared on a quarterly basis with the ALL4U Board of Directors and Ofsted for discussion review and monitoring purposes.

6. Service Provision

To include Recruitment, Approval, Training and Review of Foster Carers

Currently ALL4U Fostering Core team, work with a variety of Independent providers offering a range of Training, Educational, Health and Therapeutic Services based on the Individual Needs of the Children and Foster families that we support.

Services we seek to provide include: Educational Psychology, Speech and Language Therapy, Teaching, Occupational Therapy, Cognitive Behavioural Therapy, Psychotherapy, Drama Therapy, Behaviour Management Specialists. Independent Social Workers and Trainers.

To meet the child focussed and organisational outcomes ALL4U Fostering will seek to:

- Recruit, assess, approve and train a range of carers in sufficient numbers to meet the diverse needs of children and young people in care.
- Have an ongoing recruitment campaign using all available opportunities to attract new carers, who can meet the needs of children and young people in care of all ages, including those with disabilities.
- Match children and young people with foster carers who can meet their needs, including those related to their gender, race, culture, religion, language, disability, and where any gaps in matching occur, highlight the need to address these by provision of additional support.
- Maintain a pool of trained, skilled, competent and well supported foster carers whose skills, abilities and competencies are reviewed on an annual basis.
- Provide a high level of support and supervision to all foster carers regardless of the type of fostering they are approved for, so that carers can deliver the quality of care required to meet the needs of children and young people in their care.
- Deliver training courses to approved carers who must complete the Training, Support & Development Standards (TSDS) for Foster care workbook within 12 months of approval, and where appropriate, ALL4U Fostering will provide the specialist training required to meet the needs of the children and young people placed in their care.
- Provide respite foster care services for children and young people with a disability, and to support ALL4U Fostering' own foster carers, needing a break from time to time.

- Ensure that children and young people cared for by the agency will have full and proper access to health, education, social, and vocational services and facilities, so that they are not disadvantaged by being in care.
- Ensure through regulatory powers and duties, and through consultation and the complaints processes, that children and young people in care will be protected from harm and poor standards of care.

6.1 The Foster Carers

ALL4U Fostering will, after applying its vetting and selection procedures, (detailed below), engage foster carers to carry out the work of caring for children and young people placed into the Organisation's care. It will provide 24-hour support and full training to enable them to carry out their work and to develop their skills for the future.

Foster Carers will undertake a wide variety of specialist therapeutic work with children and young people, as well as providing a safe and nurturing environment. ALL4U Fostering's carers and their families will be given a high level of support, with 24-hour access to professional help and advice, which will enable carers, children and young people alike, to feel confident and protected. In addition, they will be given on-going training tailored to their individual needs, which will be identified at regular reviews. ALL4U Fostering will actively encourage all carers to undertake formal training, incorporating the DfE Training Support & Development Standards for Foster Care Workbook, and will provide opportunities and support for them to fulfil these expectations.

An atmosphere of trust and confidence will be nurtured within the organisation, so that carers know they will never be asked to 'cope alone'. They will be made aware that they will receive the guidance, information and support they need.

Carers will also be provided with, and expected to comply with, ALL4U Fostering's comprehensive policies and procedures, for example, ALL4U Safeguarding and Risk Assessment Policy, to guide them in their practice.

The homes of foster carers will be 'risk assessed' and foster carers expected to work within ALL4U Fostering's Health and Safety Policy.

Recruitment

ALL4U Fostering will check all applicants who are being assessed through the Disclosure and Barring Service and the relevant Local Authority.

All foster carers will be recruited in line with National Minimum Standards and the Fostering Regulations. This includes interviews with the prospective carers, household members, and the carers' immediate family, and any ex-partners the applicants may have had. Checks with the DBS, Health, Education and Local Authority will be taken up and personal references applied for.

ALL4U Fostering is committed to providing excellence in foster care and will look to recruit potential foster carers who will be able to meet the high standards of therapeutic care and professionalism required of them as foster carers for this agency.

ALL4U Fostering recognises the importance of recruiting prospective foster carers, who may not have previous experience as foster carers, but who have relevant experience, skills, attitudes and the motivation to become professional therapeutic carers.

ALL4U Fostering will not actively entice approved carers from existing independent fostering providers or Local Authorities. Any individual making enquiries, who is currently approved as a foster carer for another agency, will have to undergo the same rigorous assessment process, as would any other applicant, and would first be required to discuss the matter with their existing agency, and the local authority of any child/young person placed.

ALL4U Fostering adheres to the protocol devised by the Fostering Network, and the Joint Forum of Independent Fostering Providers, and agreed with the Association of Directors of Children's Services. The protocol contains guidance in relation to the movement of foster carers between providers, (be they Local Authorities or Independent Fostering Providers) which recognises that the well-being of children and young people already in placement is paramount.

ALL4U Fostering will advertise for its carers through various social media channels, journals, community events, and through the ALL4U website. However, it is anticipated that most enquiries will be from people who have had 'word-of-mouth' recommendation in relation to ALL4U Fostering.

ALL4U Fostering will not directly employ its professional foster carers. They will be engaged, and registered, by ALL4U Fostering on a self-employed basis. The strategy for the recruitment of Foster Carers will be based on the identified needs of children and young people in care. It will be directed at specific target groups to evidence that there are carers to meet diverse needs.

Potential carers, through the recruitment process, will be advised that in general there is an aim that young people in foster care could remain with their foster carers into adulthood (up to 21 years or potentially older) through the Staying Put arrangements or adult disability schemes. They will be made aware of the ongoing opportunities which will be offered through The Layberry Foundation as it develops, to support young people until they feel ready to move on.

We currently have 33 approved Foster families and aim to recruit 5-7 more during 2019.

Assessment and Approval

ALL4U Fostering will assess prospective carers using a document known as a Form F. This document will explore and reflect in detail the applicant's life history and childhood. This will also reflect The Secure Base Model (explained earlier) and how carers demonstrate availability, resilience, ability to include a child or young person in their family and build their self-esteem. Further information on the approval procedures is available on request.

ALL4U Fostering has established a Fostering Panel, which will recommend approval, and review foster carers on behalf of the agency.

DBS Checks will be undertaken on all Foster Carers, Carers' children over 16, ALL4U Fostering staff/volunteers and Fostering Panel members.

ALL4U independent Fostering Panel will be held every four to six weeks, as required, and will be conducted in line with government regulations and good practice guidelines. The panel has an Independent Chair and its members are drawn from a central list of skilled and experienced individuals. A Panel Advisor is also available, who can provide advice, guidance and information to social workers, and to panel members at each panel meeting. The panel will make recommendations on the following issues:

- *The approval of Foster carers*
- *Changes of approval*
- *First reviews of approval*
- *Standards of Care Reviews resulting from allegations and complaints against carers*
- *Practice Issues*
- *Terminations of approval*

The Agency Decision Maker will consider the recommendations from the panel and will then make the decision.

Prospective foster carers will be expected to attend the panel when their approval is being considered. Applicants will be told the recommendation immediately by the Chair of the panel. All decisions taken by the Agency Decision Maker will be communicated orally to applicants within two working days of receipt of the final minutes, and then confirmed to them in writing within five working days.

All applicants and assessing social workers, who attend, will be asked to complete a feedback form, so that ways of improving the process can be considered, ensuring that everyone involved can make the best contribution to this important area of decision-making.

The Panel Chair will meet with the Agency Decision Maker on a 6 monthly basis to discuss the quality of information provided in reports to assist with quality assurance.

Additional evaluation and monitoring will take place through:

- *Learning from End of Placement meetings*
- *Quality Assurance Forms sent to Foster Carers and Local Authority Social Workers*
- *Feedback from prospective, and already approved, carers and social workers*
- *Reflection on Training*
- *Regular appraisal of panel members*

Training

Pre-approval training will be provided during the assessment process. The applicant's contributions to this will be included in the assessment report.

A training programme for Foster Carers will run throughout the year, and carers will be expected, and encouraged to participate, (key topics such as Safeguarding, Safer Caring, Attachment and Resilience using the Secure Base Model, Child Development, Creating a Therapeutic Environment, Behaviour Management, Understanding the Effects of Childhood Trauma, will be included in the programme). This will be supplemented with e-learning courses such as those provided by Local Authority Safeguarding Teams and training linked to specialist education services and external providers such as The Contented Child, The National Autistic Society, Fostering Network, Coram BAAF, The International Centre for Therapeutic Care and The Institute for Recovery from Childhood Trauma.

ALL4U Fostering places great importance on Foster Carers maintaining and improving practice through training. The Organisation will require foster carers to complete the DfE workbook, 'Training, Support and Development Standards for Foster Care' during their first year as foster carers. Carers will be encouraged to pursue the Qualification and Credit Framework Foster Carer Diploma Level 3. ALL4U Foster carers 2nd year training builds on the first year offering further in-depth therapeutic understanding through courses such as Understanding Childhood Trauma, Secondary Trauma and The Emotional Significance of Food. Support Groups aim to embed the training through targeted discussion and reflection.

Support and Supervision

On joining the organisation, Foster Carers will be provided with a Carers' Handbook, which will give detailed practical guidance to Carers, and Carers will also be given all the policies and procedures of the organisation. Foster Carers and their families will receive direct support from their allocated supervising social worker. When long-term placements become established supervision is likely to reduce but will always take place within a 4–6-week timeframe. There will also be 24-hour, 365 days a year, telephone access for Carers to professional staff. If necessary, a member of staff will visit, 'out of hours.' Foster carers will be encouraged to attend Support Groups, peer supervision, made up of fellow carers and staff, for the exchange of ideas

and information (as mentioned above). Regular social events will be organised, so that carers, birth children and children and young people they care for are able to meet on an informal basis. Paid annual respite care will be offered to ALL4U foster carers, and facilitated by ALL4U Fostering, as required. Respite will also be arranged in exceptional circumstances to support a placement in the event of, for example, illness of a foster carer. Foster carers will take up the offer of respite, but they will also be encouraged to understand the importance of minimising moves for children and young people and offering consistency of care. Should respite be required this will always be done in full consultation with the placing Local Authority, and will involve a period of introductions, except in an emergency.

Foster Carers Reviews of Approval

Foster carers approval will be reviewed on an annual basis where the supervising social worker and Independent Reviewing Social Worker will assess the performance of the Carer over the preceding year. Feedback will be sought from the foster carers, from birth parents, from children and young people placed, and the carers' own children, as well as the placing Local Authority social workers and education and therapy staff if applicable.

The first review of the foster carer will be presented to the Fostering Panel and again foster carers will be expected to attend. Reviews will also be presented to Panel, when there has been a significant change of circumstances for the foster carer, or there has been a request to change approval terms.

If there are significant concerns about the performance of a foster carer or allegations made against them the foster carer will be reassessed through a Standards of Care Reporting process completed by an Independent Social worker/assessor and this report will be presented to the Fostering Panel to seek a view on whether they should continue in that role, or agree the performance targets that the carer should meet within a given timeframe. A date will be set aside for a progress report on this matter.

Where carers are deemed not to be meeting the Fostering Standards a report will be written by the Independent Reviewing Social Worker, having taken account of all the evidence available, recommending termination of approval. Carers will be able to make written representations and attend the Panel in person if they so desire. If the Panel recommends termination of approval to the Agency Decision Maker, the foster carer will have 28 days to make further representations to the Panel in writing, or in person.

The foster carer will be made aware of the Independent Review Mechanism (IRM), and how to appeal against any decision to terminate approval by the agency.

The Health and Safety Check will be included in the review and will be continually monitored and updated as requested.

All Local Authority checks, DBS checks and medical references will be reviewed every 3 years.

6.2 Foster Placements

ALL4U Fostering places great importance on ensuring a good match between child/young person and foster family. ALL4U Fostering will decline a placement rather than place a child/young person in a mismatched placement or an inappropriate environment. Our aim is that foster care is a positive experience for all children, young people and foster carers. ALL4U Fostering will undertake to advise Local Authority social workers as soon as possible if a suitable placement cannot be offered.

ALL4U Fostering will provide its services according to the needs of individual children/young people. Within this there will be certain categories:

Foster carers will be able to take children/young people who need: -

- *Emergency Placements*
- *Assessment Placements (time limited)*
- *Bridging to long term or adoption*
- *Short term*
- *Long term*
- *Parent/s and Child*

Placements will be matched and have a clear focus, either working with the child/young person and family and others towards reunification, working with the child/young person, family and others towards preparing them for permanency, or towards independent living. They and the social workers who support them will be keen to ensure that children/young people placed with them are not in a situation of 'drift', and every effort will be made to engage the young person in social and life skills, opportunities to gain life and work experience, and practical support to enable independent living.

Sibling groups

ALL4U Fostering will recruit foster carers who are able to take sibling groups. These carers will be experienced in dealing with family groups and the complex dynamics they create. Their experience will cover both short and long-term placements. These families will receive specialist training in Group Dynamics to support their work.

In addition, ALL4U Foster Carers will be encouraged to get to know each other, and make positive relationships, which will potentially make it possible to place sibling groups within two fostering families, facilitating frequent contact between them where it is assessed they should live separately.

Respite Care

ALL4U Fostering will provide carers who will look after children/young people for periods of respite from their main place of care, such as children/young people in residential placements or residential school, or from other foster placements. ALL4U Foster Carers will be encouraged to get to know each other, and the children/young people in placement. It is anticipated respite care will be able to be offered with the minimum disruption to the children/young people involved, in conjunction with Local Authorities approval. In support of this we complete backup carer assessments which are presented to our panel for information and shared with the relevant local authorities, allowing children to remain in their foster homes whilst their carers take a break.

Preparation for Independence and Aftercare

ALL4U Fostering has a commitment to improving outcomes for care leavers. All the good work done by foster carers can be undermined, if effective plans are not made for moving young people on, so ALL4U Fostering in association with The Layberry Foundation, will seek to work creatively with Local Authorities, young people and foster carers, in order to ease the transition to independence. We acknowledge this may include a period of Staying Put or an adult disability placement.

ALL4U Fostering' Foster Carers and staff, will have extensive and varied experience in dealing with teenage placements, and will recognise the difficulties encountered by teenagers in care. Many young people will have been separated from their own families for a long time and will have suffered disruption and uncertainty over several years. It is inevitable in such circumstances that they will have considerable problems in taking charge of their lives in a balanced and meaningful way. ALL4U Fostering feels most strongly that young people should receive structured preparation for independence. ALL4U foster carers and Supervising Social Workers will discuss with the young person what help and training they may need, and facilitate programmes of activities, to develop young people's ability to survive independently. Progress will be monitored in such a way that the young person has a visual record of their learning, and feels more involved, and in control of this part of their life.

ALL4U Fostering is associated with The Layberry Foundation, a registered Charity set up specifically to enhance the life chances of young people who are needing preparation for independence or have left the care system. The Charity aims to deploy volunteer mentors specifically to work with this group of young people. It is hoped that some young people placed with the organisation, who are approaching the time when they must make the transition into independence, will be able to engage with volunteers in The Layberry Foundation, who will give them the opportunity to practice social and life skills, to gain some work experience, and to build their self-esteem, so as to improve their chances of successful employment in the adult world. Once Pathway Plans are clear to move a young person into independence ALL4U Fostering will work actively with the placing authority to identify the most appropriate solution for them.

It may be that young people Stay Put with their foster carers. If it is desirable that they remain near their foster carers ALL4U Fostering will explore all local possibilities and will arrange for their foster carers to provide support, on a sessional basis, at minimal cost.

The Layberry Foundation, working together with ALL4U Fostering, will offer a volunteer mentor who will provide advice, guidance and practical help to young people in the areas of self-care, further education, careers, work experience, benefit entitlements, budgeting and housing.

6.3 The Service Team

Supervising Social Worker

Along with their statutory duties of supervision in which Supervising Social Workers at ALL4U are experienced and qualified, our aim is to take a collaborative approach with Foster carers to identify how the network or team around the child can best provide appropriately for the children/young people in their care. In this role the Supervising Social Worker acts as the service co-ordinator for the family and child/ren. The other element of the role is as reflective practitioner through Secure Base, Core Principles and Therapeutic Management of care outlined earlier.

Fostering Support Role

ALL4U are committed to the continued professionalism of our foster carers. So far ALL4U Fostering has established small groups of foster families in three areas of Kent, and two areas in Hertfordshire/Buckinghamshire and Northants, using local Community venues to put on training and Support Groups described above. This model is easily transferable to other areas providing we have a small hub of families. This approach assists in developing relationships supporting families to gain knowledge and experience from each other. Our Hub ethos takes from The Mockingbird Project developed by the Mockingbird Society in North America 2004 and more recently piloted by Fostering Network 2015-16. The Mockingbird Family Model *“Centres on a constellation where one foster home acts as a hub offering planned respite advice training and support to 6-10 satellite fostering or kinship families”*.

While ALL4U are not intending to follow this model fully, we recognise that foster families working together in small hubs alongside Supervising Social Workers and the network of other disciplines, adds hugely to the skills, knowledge and resilience required to offer successful therapeutic services to children and young people. Research has shown experienced foster carers provide expertise, advice and consultation to the network. (Sellick, University of East Anglia)

As highlighted at the beginning of Section 6 Service Provision, currently ALL4U Fostering work with a variety of independent providers offering a range of Training, Educational, Health and Therapeutic Services based on the individual needs of the children and foster families we work alongside. This element of service provision will expand as our carer hubs grow in number and size and will become more integrated into the core service, we offer to Foster families and the children in their care.

Contact

ALL4U Fostering recognise the importance of maintaining and supporting contact with birth family and significant others. We will seek to provide contact facilities for foster children/young people and their families. Experienced staff from ALL4U Fostering will be available to supervise contact at venues in the local community agreed by the Local Authority.

Life Story Work

ALL4U foster carers will be required to keep relevant memorabilia for the children/young people they foster, and to work with them on material about themselves. ALL4U supervising social workers may also undertake lifework with specific foster children/young people in negotiation with their Local Authority, or we may access external Life Story specialists to provide a bespoke package to meet a specific child's needs.

6.4 A Quality Assurance framework for Monitoring Outcomes for Children and Young People

ALL4U Fostering will monitor its performance by regular reviews, and maintaining records, to assess progress and outcomes for children and young people in our care. ALL4U Fostering has committed to appointing a Quality Assurance Manager this year to support outcome monitoring and the development of a Quality Assurance system as it believes that only by monitoring and quality assurance can plans be made and followed through which comprehensively reflect the needs and support the aims of children/young people and those who care for them. This will include matching, placement stability, longevity of placements and ability to meet the needs of children/young people through reviewing carers and the services surrounding the foster placement including participation in the child/young person's reviews. We use Outcomes Trackers, Health and Well-being Audits, Secure Base Assessment Framework and other nationally recognised assessment and treatment measuring tools, as well as regular reviews of Safeguarding and Risk Assessments and Safe Care strategies to assist with monitoring.

Young people will be encouraged to preserve the relationships they have made with their Foster Carers when they move on from ALL4U Fostering. By encouraging this contact ALL4U Fostering will aim to monitor outcomes for young people leaving care. ALL4U Fostering will make a commitment that it will continue to provide advice, and in some cases ongoing direct support, to young people leaving ALL4U foster carers, well into independence, and this service will be offered in association with The Layberry Foundation.

Confidentiality

ALL4U Fostering has a clear policy regarding confidentiality. This policy will be applied strictly to staff and to foster carers. In summary ALL4U Fostering will treat, with the utmost confidentiality, all information it receives and holds on children and young people, foster carers and staff, whether this is verbal, on paper or computerised. No such information will be passed on to others unless strict criteria are met, and then only to individual professionals, on a need-to-know basis. However, children and young people, carers and staff have the right and will be supported to view their files in line with our access to information policy. ALL4U Fostering will not tolerate deliberate leaking of personal or confidential information by staff or foster carers where such action does not meet with the above-mentioned criteria and will treat the matter as gross misconduct. ALL4U Fostering is aware of the requirements of GDPR and will work within its requirements.

Safeguarding, Child Protection

ALL4U Fostering has comprehensive Safeguarding Policies and Procedures, and staff and foster carers are given clear written guidance and up to date training in safeguarding issues, to ensure all children and young people placed will be protected from harm or abuse. ALL4U Fostering are aware of current concerning trends, and offer training as part of its Safeguarding duties on Missing from Care, CSE (Child Sexual Exploitation), FGM (Female Genital Mutilation), County Lines (criminal gangs exploiting vulnerable young people) and Radicalisation, and where any such concerns become evident staff and foster carers will ensure that prompt and effective action is taken, in accordance with safeguarding policies and procedures.

ALL4U Fostering recognises its role in child protection, and will endeavour to maintain safe boundaries, for both children/young people and their foster carers. ALL4U Fostering has a clear process by which it works within Local Authority child protection procedures. All staff will register with Local Authority Safeguarding Boards and attend regular training, including lead safeguarding training. We will work closely with Local Authority Designated Officers and other professionals such as health and the police in line with Working Together.

Complaints

ALL4U Fostering has a Complaints Policy and procedures (see Appendix D on request). A register of Complaints will be maintained and monitored by the Registered Manager to inform practice development for foster carers, staff and the Board.

Bullying

ALL4U Fostering has a firm commitment to support any child/young person who is being bullied. Guidance, policies and procedures are in place for children and young people, as well as Foster Carers to ensure that this issue is treated with the utmost seriousness and is dealt with promptly.

Compliments

A register of Compliments will be maintained and monitored to highlight and reward exceptional practice and inform practice development for foster carers, staff and the organisation.

Evaluating, Monitoring, Audit

ALL4U Fostering is committed to providing services that are effective and meet appropriate standards. To ensure the organisation meets these standards, there will be many processes in place to assist us in monitoring, evaluating and auditing the service.

As already stated, ALL4U Fostering will monitor its performance by regular reviews, and maintaining records, to measure the progress and outcomes of children's placements. ALL4U Fostering believes that only by monitoring progress can comprehensive plans be made which reflect the specific needs of children/young people. This monitoring will include matching, placement stability, longevity of placements and most importantly the ability of ALL4U Fostering to meet the needs of children/young people through reviewing carers and participation in the child/young person's reviews.

The service will be monitored and audited by the newly appointed Quality Assurance Manager, Registered Manager and Head of Service/Responsible Individual. This will be completed through a Total Quality Management system which includes a monthly and quarterly reporting and audit structure between Foster Carer, SSW, RM, & RI overseen by QM. It will monitor safeguarding and strategies for keeping children safe, offering stability to children/young people placed. It will enhance the quality of service provided to Foster families and the children/young people in their care. The service will use the Charms Database system to its best advantage. Providing evidence of children's progress.

NMS 25 reports and Regulation 35 reports form the basis of the quarterly audit and reporting to All4U Board and Ofsted. The Organisational Business Development Plan will be regularly reviewed to ensure best outcomes, and that our services are meeting the demands of the children/young people placed and the Local Authorities.

In addition, a three-monthly budget monitoring report of income and expenditure, including forecasts for the year will be completed and shared with the Board and Management team. An annual profit and loss report will be submitted to Companies House in accordance with their rules.

Case Management and Supervision Systems

There will be Annual Performance Reviews for all staff, setting and reviewing targets that are in line with the individual needs of the staff member and the Organisation's Aims and Objectives.

- Each social worker will receive supervision from the Registered Manager monthly, with a review and monitoring of tasks, and discussion of personal development plans and training.
- The Registered Manager will meet with the Head of Service on a regular basis.
- ALL4U Fostering will maintain records of compliments, complaints areas of concern and their outcomes.

To maintain a high standard of expertise and a quality service, staff will be given access to in-house training courses, e-learning, Local Authority CPD training and Independently run specialist courses. Social workers will also attend joint training with the Fostering Panel.

7. Contact details

Contact details for ALL4U Fostering Ltd

Registered Manager

Wendy Spears

Responsible Individual

Mark Thomas

**Wood Farm,
Burlings Lane,
Knockholt,
Sevenoaks,
Kent,
TN14 7PF**

Tel: 01959 535025

Email: team@ALL4Ufostering.co.uk

Contact details for Ofsted:

OFSTED

Piccadilly Gate 4,

Store Street,

Manchester,

M1 2WD

Tel: 0300 123 1231

Email: enquiries@ofsted.gov.uk

Appendices available on request

Appendix A – Organisational Structure

Appendix B – Central Panel List

Appendix C – Complaints Policy

