

Statement of Purpose January 2017



A Registered Charity, The Children's Family Trust was established in 1945 to provide 'a home for children and young persons of either sex who are friendless or necessitous or in need of special protection and care'. Our Founder established the Trust in the belief that every child should have the opportunity to experience a positive and nurturing family life and that every young person in the formal care system should continue to receive support when they leave it.

This continued commitment to the longer-term needs of the children and young people placed in our care as they pass into independence has been formally set out in our Objectives as a Registered Charity since our inception and has been a hall-mark of our work for 70 years. Nowadays, the Trust is also able to provide short term, emergency and respite fostering placements, as well as continuing to provide 'Family for Life' placements.

Our website is available at www.thecft.org.uk.

This Statement of Purpose aims to meet the requirements of The Care Standards Act 2000 (Regulations 2010) The Fostering Services Regulations (England 2011/Amendments 2013) and The National Minimum Standards for Fostering Services (England 2011).

Our Statement of Purpose is reviewed at least annually by the Trustees, and otherwise 'as required' by the Trust's 'Responsible Individual'.

Objectives, as set out in the governing documents

- The relief of children and young persons in need, and in particular those in the care of, or accommodated by, a Local Authority, by:
- Providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with or assisting in the provision of, appropriate Foster Carers, with the aim of providing them with a stable family life;
- Providing for their education and establishment in life.
- The relief of poverty and in particular the assistance of adults who have as children been in Local Authority care.

Aim

In all cases the fundamental belief that underpins the work of the Trust is that each and every child should have a 'Family for Life' whether that is with a Trust family, a non-Trust family or their birth family.

It is the aim of the Trust to enable children to achieve the stability and security of knowing that their family, in whatever form it takes, will be there for them throughout their childhood into young adulthood and beyond.

The Trust will provide its services in such a way that:

- The Trust's aims and objectives are clearly stated
- Fostering services are provided by suitably skilled and experienced people whose contribution is properly valued, respected and rewarded by the organisation
- The management of the Trust is of the high standards to be expected of a Charity and an Independent Fostering Agency
- The interests, safety and welfare of the children placed in its care are paramount
- Its staff and Foster Carers are sufficient in number, locally selected, trained, managed and supported to safeguard and promote the care and longer-term prospects of those children placed with them
- It houses and administers the Trust's business, and it properly provides for its Foster Carers and foster children to support its objectives and regulatory requirements, and remains financially viable
- Any concerns or complaints from Local Authorities, family members, Foster Carers, as well as from the children themselves, or elsewhere, are effectively heard and properly investigated through established policies and procedures.



The Standards of Care adopted by the Trust

The Children's Family Trust acts as an Independent Fostering Agency and complies with statutory regulations and accepted good professional practices. In particular it is mindful of the following:

- The Children Act 1989 / 2004 / 2008
- Adoption & Children Act 2002 / 2006
- Care Standards Act 2000 (Regulations 2010)
- Children's and Families Act 2014
- Children Leaving Care Act 2000
- Care Leavers (England) Regulations 2010
- Fostering Services Regulations 2011(Amendments 2013)
- National Minimum Standards for Fostering Services 2011
- Care Planning, Placement and Case Review Regulations 2010 (revised 2013)
- Fostering Network - Code of Practice on Recruitment, Assessment, Approval, Training, Management and Support of Foster Carers 1999
- Working Together to Safeguard Children 2010 (revised 2013)
- Health and Care Professions Council (HCPC)

The Structure of the Trust

The Children's Family Trust is a Registered Charity (reg. no. 208607) and a Registered Company Limited by Guarantee (reg. no. 398875) operating in England as an Independent Fostering Agency taking placements for fees from Local Authorities.

As an organisation, the Trust is governed by a Board of Trustees who employ full-time executive, administrative and professional resources, as well as retaining functional advisers such as legal and audit firms. As a Registered Charity, the Trust is not a profit-making organisation and neither the Trustees nor its Members may derive any benefit from the organisation. Accordingly, it is classified as a 'voluntary organisation' within the terms of the Children Act 1989, section 105.

As a Charity and as a Limited Company, its Memorandum and Articles of Association are publicly listed and publicly available. They are also provided to any appropriate and interested party, e.g. Local Authority, existing or prospective Foster Carer, child in placement, parents etc., on request.

Apart from the Trustee body being required to meet the appropriate qualifications to act as Trustees (of the Charity) and Directors (of the Company), they, members of staff and anyone working for the purposes of the Trust are all subject to enhanced DBS checks. Further, Foster Carers are subject to additional checks as part of their Form F-based selection process.

In order to remain current in matters affecting the work of the Trust, it has for many years been a member of the NCVO, Children England (was NCVCCO), The Fostering Network, and BAAF. In 2015 the Trust also joined NAFFP (the Nationwide Association of Fostering Providers). The Trust is a founder member of FtSE (Fostering through Social Enterprise).

Organisational profile:

The Trust directly comprises of Members (who are the Trustees) and staff.

The Members effectively own the Trust as its shareholders, and carry its limited liability.

The Trustees manage the Trust in accordance with its governing documents (The Memorandum & Articles of Association). The responsibilities of the Trustees are set out in Company and Charity law. Trustees are unremunerated. Apart from formal meetings at two-to-three month intervals, each Trustee is also expected to be available to work on projects, or to take some special responsibilities, and is generally required to remain in touch with the operational work and needs of the Trust

The Trust employs its own team of management and staff to operate and develop the work of the Trust. This team includes the positions defined within the terms of the Care Standards Act 2000, of 'Responsible Individual' and 'Registered Manager'.

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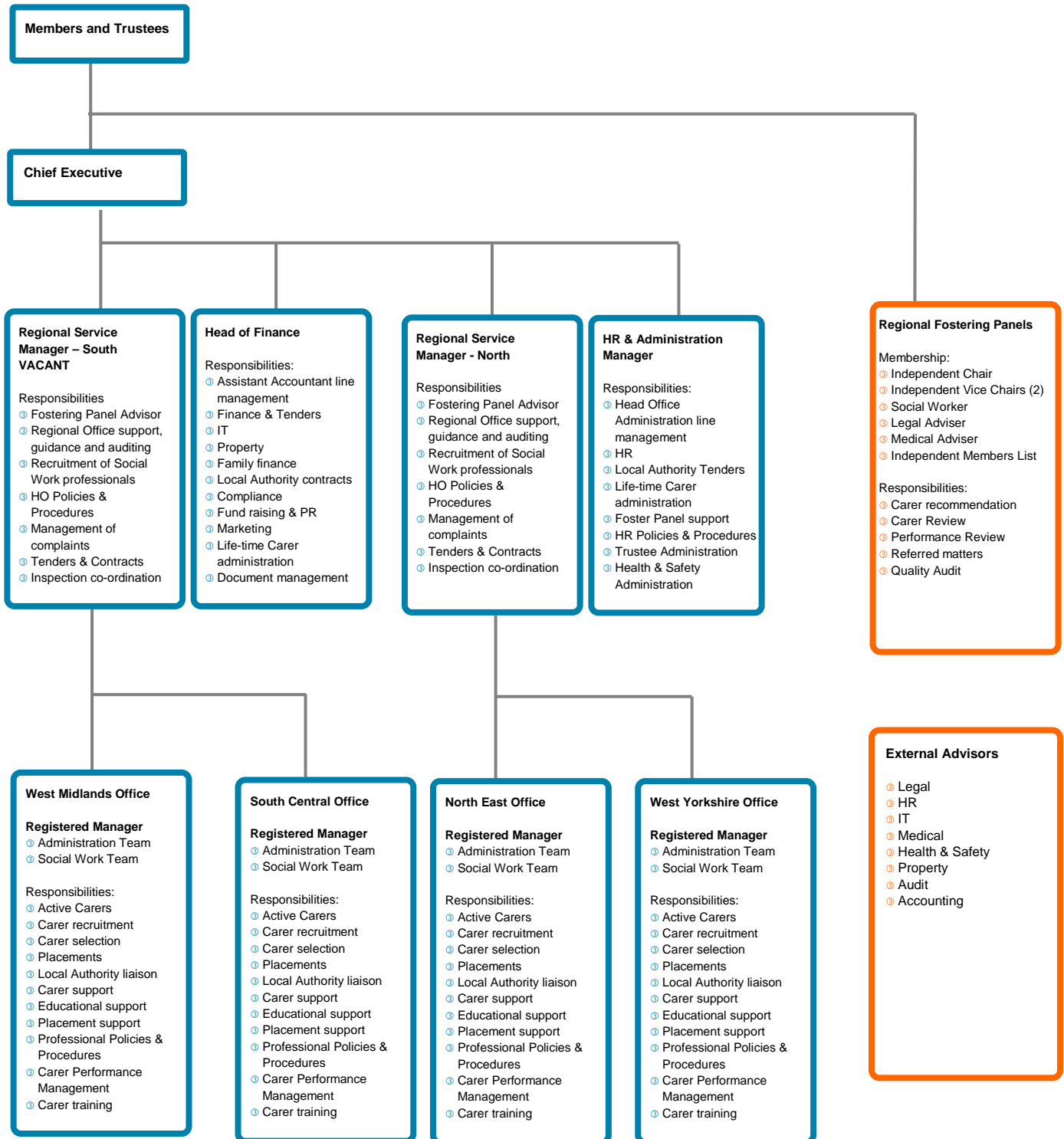
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The Trust retains additional external professional resources e.g. legal and audit, HR, IT, and Health & Safety as required to satisfy itself and the regulatory authorities as to the proper and prudent administration of the Trust and its assets. Further, there are fully independent and professionally qualified Fostering Panels in each Region and each role therein carries a Job Description

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Organisational Arrangements – January 2017



Key individuals and management

other than the independent Fostering Panels

President Mr. Andrew Turner

- many years UK and European corporate executive management experience, and fifteen years as the Director of his own consulting firm
- 17 years' prior experience as CFT Trustee, re-appointed 2003
- ex-Local Authority Foster Carer, ex-First School PTA Chair
- took early-retirement in 2003 to re-develop the Trust

Chair to the Trustees Canon John Glover

- Retired from stipendiary ministry in June 2013
- Over 10 years Diocesan Youth Officer
- Deputy Lieutenant Clwyd since January 2010
- 6 years Diocesan Children's Officer
- 8 years Member & Sec, Church in Wales
- 8 years Diocesan Child Protection Officer
- 5 years Trustee of the Children's Society

Trustee Mr. Nick Harrison

- Career in retail banking in UK and Australia
- MBA, BSc (Hons) Mathematics
- Experienced charitable volunteer

Trustee Ms. Alecia Oliver

- Career in teaching & in LAC Education services within Local Authorities, experienced as Head Teacher of a County virtual school
- B.Ed (Hons)
- Worked with vulnerable people through a Youth Information Service
- Experienced in working for children and young people at risk of exclusion

Trustee Mrs. Sylvia Pinner

- International commercial management career
- Teacher's Diploma
- Technical and managerial experience in IT systems and communications

Trustee Mrs. Valerie Wigfall

- Career in Social Work and Academic Research
- Diploma in Social and Administrative Studies; CQSW
- PHD University College London
- 14 + years in academic research, Thomas Coram Research Unit
- Research papers include: Concurrent Planning; Fostering Services in Europe & UK
- Support Services for Young People Leaving Care; Social Pedagogy

Trustee Mr Dale Williams

- Partner in Gloucester-based law firm
- LLB (Hons)
- Part II Law Society Finals

Trustee Dr Maggie Hine

- Retired community paediatrician, with specialized area of childhood disability
- 10+ years as governor at Cherry Garden School, a special primary school for children with severe or profound learning difficulties. Chair of the governing body since 2013

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Chief Executive and 'Responsible Individual' for The Trust Ms Marina Mulholland

- Over 12 years of experience working in the Independent Fostering Sector
- Several years working in the local authority Child Protection arena
- Experience of working with severely disabled children and adults for a national charity
- Spent time practicing as a Social Worker in Canada working with the First Nation people
- Several years experience of working in Local Authority children's therapeutic residential units
- BSc (Hons) Psychology/Sociology
- M.A. / Dip SW
- NVQ Level 5 Business Management
- Prior founder member and Registered Manager of an Independent Fostering Agency

Head of Finance Mr. David Homer

- 30 years' accounting & managerial experience in various organisations, including a drug treatment-providing Charity
- Fellow of the Chartered Institute of Certified Accountants
- Diploma in Management (CMI)

Regional Service Manager – North Ms Mel Taylor

- 10 years' Experience in working in the Independent (for Profit) Sector as a Registered Manager
- Previous positions as Supervising Social Worker and Senior Practitioner in a Local Authority
- Experience of managing adolescents Residential Units
- NVQ 5 Diploma in Operational Management
- CCETSW

Regional Service Manager– South (Vacant)

HR & Administration Manager-Head Office: Ms Lisa Kuell

- CIPD Certificate In Human Resource Management
- Part-Qualified CIPD Advanced Diploma in Human Resource Management
- NVQ Level 3 Customer Service
- Over 5 years' experience working within Independent Foster Care Agencies (for Profit and not-for-profit)
- 12 years' experience in Administration posts, including Recruitment, Hotel Management and Office Management
- IOSH Managing Safely Certificate

Registered Manager North East Region Ms Julia Robertson

- Career spanning 29 years in the care sector
- Over 7 years' experience as Operations Manager and Registered Manager for national Independent (for Profit) Foster Care Agency
- 10 years' experience as Registered Manager within a charitable organisation offering short breaks for children with disabilities and also Manager of residential family assessment centre
- Diploma in Social Work
- ILM Diploma in Management
- Registered Learning Disability Nurse

Registered Manager West Midlands Region Ms. Jayne Figgitt

- 6 years as qualified Local Authority Social Worker
- 3 years' experience in charitable independent Foster Care Agency
- Enabling Others Specialist Award for Practice Teaching
- BA (Hons) in Social Work
- NVQ Level 5 in Business Management (in progress)

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Registered Manager West Yorkshire Region **Ms. Dawn Freeman**

- 10 years' experience as Manager within leading UK and Channel Islands children's child abuse charity
- 30 years' experience of working with children and families
- Previous roles include Fostering Supervising Social Worker, Children's Rights and Independent Visitor Worker, Counsellor/Therapist, Therapeutic Play Specialist and Nursery Nurse
- Diploma in Social Work
- NVQ 4 Diploma in Social Care
- Diploma In Therapeutic Counselling (Humanistic)
- Adv Certificate in Counselling Skills and Theory

Registered Manager South Central Region **Ms. Karen Blackman**

- 13 years' experience in frontline child protection management within a Local Authority
- Practice Teaching Award
- 5 years' experience as freelance Form F Assessor
- Diploma in Social Work
- MSc Social Work Studies
- Post Qualification in Social Work
- NVQ 5 Diploma in Leadership for Health & Social Care and Children and Young People's services

A profile of the Trust's work

As at 03 January 2017 the Trust has 101 approved fostering households and one hundred and fifty five children in placement. Within these are sibling groups and Parent & Child placements.

To support these households and promote its operations and expansion, the Trust currently employs thirty three full-time staff including the posts of Chief Executive, Regional Service Manager and Head of Finance. Our professionally qualified staff hold either a CQSW or Diploma in Social Work qualification, a Practice Teaching Award, a Post-Graduate Diploma in Social Work and a M.Sc. in Organization Development as well as relevant first degrees. Supervising Social Workers carry a maximum caseload of 10 Foster Families.

In addition the Trust has engaged, on a sessional basis, further fully qualified and experienced Social Workers to carry out assessments and provide additional support out of hours. All professional social work staff are registered with the Health and Care Professions Council (HCPC). The regional offices are supported by our Head Office.

Currently, the Trust has four regional offices (North East, West Midlands, West Yorkshire and South Central) where it is seeking additional Foster Carers who reflect the diversity of these communities. Further, the Trust is seeking to extend its work into other parts of England.

Professional Practice

Traditionally the Trust specialised, but not exclusively, upon permanent 'Family for Life' placements. However, as part of its growth strategy, it now actively seeks placements for short-term, emergency and respite care. As stated earlier the Trust's ethos is that all children should have a 'Family for Life' and it is the aim of the Trust to achieve this for each child through its work. In addition to 'Family for Life' placements the Trust can also provide:

- Sibling Group Placements
- Single Placements
- Assessment Placements
- Complex Needs Placements
- Placements and assessments of young parents with babies
- Support for young people moving toward independence.

Our Foster Carers reflect the communities in which they live and all have links with their local schools, health and recreational facilities.

Our children are encouraged to be part of their local community through participation in clubs and activities. The teams have good links with the Local Authorities in the region.

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In addition, the teams provide education support through the services of our own Education Advisors. Children's educational needs are assessed and the best local schools chosen to meet their needs. Our advisors will negotiate and support our children in school if required and also provide advice and guidance to our Foster Carers. Foster Carers are supported at meetings with the school and take an active role in developing the child's Personal Education Plan (PEP).

Similarly the teams have developed good links with the local CAMHS services, but can also call on the services of sessional child and adolescent therapists if required.

Foster Carers are recruited from across their region and Form F assessments are undertaken by locally-based assessors who know the area well (see section on Foster Carer selection, review and support).

Foster Carers have a buddy system so they can draw support from their colleagues as well as having access to the Trust's staff 24 hours a day.

All our Foster Carers are required to complete TSD (Training, Support and Development) Standards within their first year of joining the Trust. A full training programme is made available each year and a number of our Foster Carers also have an NVQ Level 3 in Caring for Children and Young People.

Because of the nature of the Trust in primarily seeking permanent placements, our families have been exceptionally stable.

Foster Carers have traditionally been encouraged and supported in continuing to care for their foster children beyond the age when they leave formal care. This will continue in appropriate circumstances

The Trust has a Procedure to deal with any complaints (formal or otherwise) and to secure early resolution of any such matter.

As a Limited Company and Registered Charity copies of the audited accounts are available as part of the public record. Interested parties can obtain copies from our Head Office.

Carer Selection, Review and Support

As an organisation experienced in child-care provision, the Trust understands the critical importance of being consistently successful in the recruitment of Foster Carers. Further, the Trust is aware of the guidelines concerning the migration of Foster Carers from one organisation to another and will abide by good practice protocols. At all times the Trust will put the interests of any children already in placement first. Foster Carer recruitment has been initiated by a mixture of direct advertising, from interest engendered by magazine and other publications (two books have been published regarding the work of the Trust - although these now reflect the Trust's earlier work through Voluntary Registered Children's Homes), and by word-of-mouth

Recent changes have been introduced whereby recruitment of Foster Carers follows a two-stage process whereby checks are completed early in stage one before moving to the assessment stage

All prospective Foster Carers are assessed using the Form F procedure, and are required to attend 'Skills to Foster' training as part of the assessment process. Following completion of the assessment, the Foster Carers are presented to the Fostering Panel

The Trust's independent Fostering Panels make recommendations to the Trust's 'Decision Maker' about an applicant's suitability

The Panel also reviews the performance of the Foster Carers and oversees the appraisal process used by the Trust to review its Foster Carers, as well as being available to consider any other matters referred to it.

The Trust aims to complete the training, assessment and Panel process within a six-month timescale

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On appointment, a detailed Foster Carers' Handbook is issued, and a Supervising Social Worker is assigned to work with the new Foster Carers over the period of their caring career

The Trust provides twice-monthly visits to Foster Carers by their allocated Supervising Social Worker. One of these visits is to provide supervision (every four weeks), the other a less formal 'home' visit. The Trust provides 24x7 support. Foster Carers are also encouraged to exchange experiences with one another and to participate in local Carer groups

Training sessions are organized for Foster Carers, which they are required to attend for their personal development and performance management. Training includes:

- Attachment Difficulties
- Safe Caring and Allegations
- Contact Issues
- Managing Challenging Behaviour
- Drugs and Substance Awareness
- Healthy Living/Healthy Eating
- Safe Handling and De-Escalation Skills
- Understanding the Referral Process
- A Child's Journey Through Placement.

In addition to Foster Carer Team Meetings, Foster Carers are also encouraged to organize Support Group Meetings for themselves. Every Foster Carer is provided with Individual Membership of The Fostering Network.

As mentioned above, all Foster Carers are subject to an Annual Review. Following the first Review, the Fostering Panel will either confirm the continuation of the Terms of Approval or may recommend changes which may include the termination of a Foster Carer's contract – if necessary. The Fostering Panel are informed of the outcome of subsequent Reviews, which are undertaken by the Registered Manager, and may then also recommend changes as after the first Review. As a part of the regular Review process, a Health & Safety audit and a Family Safer Caring Statement is completed; all enhanced DBS checks are renewed tri-annually. Medical checks alternate between an update (after two years) and a full medical (after four years). Children and Local Authority Social Workers are invited to contribute to the Review.

The Health & Safety Audit & Family Safer Caring Statements are reviewed at least annually and amended as necessary.

North East Region: Bishop Auckland

The Regional Office has been established at First Floor, SMS Meer UK Ltd, Henson Close, South Church Enterprise Park, Bishop Auckland, Co Durham. DL14 6WA and is staffed by a Registered Manager and a compliment of full time Supervising Social Workers with Sessional Social Workers and administrative support.

The North East office has forty one children currently in placement, the majority of whom are placed on a 'Family for Life' basis (January 2017).

Many of the children have been with their Foster Carers for between five and ten years and a significant number remain with, or near, their foster families when they leave care. The team has strong links with Durham and Teesside Universities and provides placement opportunities for degree course students. Students contribute to the knowledge and practice developments through their course work.

All CFT Foster Carers have completed their TSD Standards.

The Trust has established a North East Region Fostering Panel to approve new applicants and consider Foster Carers' Annual Reviews. The Panel is made up of people from the local area with knowledge and experience of the issues of children and young people in care, and understand the local community

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The West Midlands Region: Bromsgrove

The West Midlands team working Hanbury Court, Harris Business Park, Stoke Prior, Bromsgrove, Worcestershire. B60 4DJ, is staffed by a Registered Manager and a team of full time Supervising Social Workers, further Sessional Social Workers, and supported by an administrative team. The West Midlands cares for short-term placements as well as 'Family for Life' placements. Sixty eight children are currently in placement (January 2017). Some of the Foster Carers have specialist skills able to offer placements for children who have particular needs. In particular the West Midlands has a number of Foster Carers who support young parents and their babies. Assessment and practical support are offered to ensure safe and appropriate care.

Presently, all CFT Foster Carers have completed their TSD Standards.

Links have been established with Worcester University and Kidderminster College and the regional team has taken degree course student placements and also Administration Apprentices. Members of the team have successfully completed their Practice Teaching Award.

The West Midlands Fostering Panel is well established and is very experienced, providing consultation and advice to the Trust's Supervising Social Workers as well as fulfilling their duties under the Regulations.

The West Yorkshire Region: Wakefield

The West Yorkshire is based at Nostell Priory, Wakefield. It is staffed by a Registered Manager and two full time Supervising Social Workers, supported by an Administrator. Sessional staff are employed as required. The office has been operating since 2012 and is fully registered with Ofsted. Twenty one children are currently in placement (January 2017). West Yorkshire cares for 'Family for Life' placements as well as short-term placements.

Recruitment is aimed at creating a diverse and skilled group of Foster Carers. Through training and support it is hoped to offer placements to children with more challenging behaviours and older children who are more difficult to place.

South Central Region: Waterlooville

Our South Central region is based at 4, The Briars, Waterberry Drive, Waterlooville and consists of a Registered Manager, three Supervising Social Workers and 2 full time administrators.

This office was established in 2012 and covers a large geographical area but primarily draws its Foster Carers from Southampton, Portsmouth and Hampshire.

Twenty five children are currently in placement on a 'Family for Life' and short term basis (January 2017). The office is fully registered with Ofsted.

Good links have already been established with Southampton University and a student has recently completed their placement with the Trust. Links with the local community are being developed. Recruitment will focus on building a group of Foster Carers who can offer placements across the board but who are also attuned to the Trust's ethos of a 'Family for Life'.

The South Central region hosts its own Fostering Panel with representation drawn from its local area. The Trust's charity status is particularly attractive to both prospective Foster Carers and Local Authorities.