



**Statement of Purpose**  
**2022 – 2023**  
**WEST YORKSHIRE**  
**(URN SC477743)**

## Statement of Purpose- The Children's Family Trust



### **Introduction**

This Statement of Purpose has been developed in line with appropriate legislation and guidance including:

- The Children Act 1989;
- The Care Standards Act 2000;
- The Fostering Services Regulations (England 2011/Amendments 2013)
- Fostering Services: National Minimum Standards (England 2011)

The Statement of Purpose, produced in accordance with Fostering Services Regulation 3, includes:

- Statement of the Aims and Objectives of The Children's Family Trust
- Statement as to the services and facilities provided by The Children's Family Trust

A copy of this Statement of Purpose is available on our website [www.thecft.org.uk](http://www.thecft.org.uk)

Our Statement of Purpose is reviewed at least annually by the Trustees, and otherwise 'as required' by the CFT's Senior Management Team. The information provided in this statement is based on our ethics and values and provides information about the CFT's overall aims and objectives.

### **About the Organization:**

The Children's Family Trust is a registered charity and we believe that every child has the right to a safe and caring home; a nurturing environment within which they can be free to dream their dreams, develop their talents, achieve their potential and enjoy their lives to the full.

It's a belief that underpins every aspect of our work as an Independent Fostering Charity since we were established in 1945 to provide 'a home for children and young persons who were in need of special protection and care'. Our Founder Paul Field believed 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. It has been a hallmark of our work for over 75 years.

Over the years we have grown in size and capacity and have regional offices across England, we support more Foster families than ever before. We are now also able to provide short term, long term, emergency,

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parent and child, and respite fostering placements, as well as continuing to provide 'Family for Life' placements. We currently provide services to over 100 Local Authorities nationally including West Yorkshire, the West Midlands, East Midlands, Hampshire and the North East.

The wider organization is managed by a team of experienced, qualified professionals who provide child-focused care to children and young people.

We are a not-for-profit organisation; we don't need to focus on making huge profits. Any surplus that we do make is directly re-invested into enhancing our services and the support we give to our wonderful Foster families who choose to work with us.

We are approved members of several of the large fostering frameworks with Local Authorities throughout the UK.

The CFT is currently registered with Ofsted, as follows:

- West Midlands Regional Office, Bromsgrove
- North East Regional Office, Bishop Auckland
- South Central Regional Office, Waterlooville
- West Yorkshire Regional Office, Wakefield
- We also have a growing presence in the East Midlands that currently falls under our West Midlands registration, however, East Midlands will be registered as a separate region, once fully established.

### **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.

### **Our Aims**

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In all cases the fundamental belief that underpins the work of the Children's Family Trust is that each and every child should have a 'Family for Life' whether that is with a CFT family, a non-CFT 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 Children's Family Trust aims to:

- Ensure that our aims and objectives are clearly stated
- Provide fostering services by suitably skilled and experienced people whose contribution is properly valued, respected, and rewarded by the organisation
- Continually develop our services to ensure the best outcomes for children.
- Guarantee that the management of The CFT is of the high standards to be expected of a charity and an Independent Fostering Agency
- Hold the interests, safety and welfare of the children placed in our care paramount
- Have staff and Foster Carers that are sufficient in number, fully trained, managed and supported to safeguard and promote the care and longer-term prospects of those children placed in our care
- We house and administer The CFT's business, and properly provide for our Foster Carers and Children Looked After to support our objectives and regulatory requirements, and remain financially viable
- Ensure that any concerns or complaints are effectively heard and properly investigated through established policies and procedures

### **Equality & Diversity**

The CFT embraces diversity in all areas including:

- Gender
- Race
- Disability
- Physical ability & Mental Capacity
- Education
- Sexual Orientation
- Religious Beliefs
- Values
- Age

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- Personality
- Physical appearance
- Culture

Embracing diversity means acknowledging, understanding, and appreciating the differences between individuals and developing an organisation which enhances their value and creates a rewarding environment for all.

The CFT is committed to ensuring that:

- its Foster Carers and members of staff work co-operatively to enhance a child's / young person's self-confidence and self-worth by recognising them as individuals from different backgrounds and with different needs and by ensuring that they are matched with families that closely reflect their race, culture, gender, religion and language where possible.
- its families embrace issues of diversity and equality and commit to the children / young people placed with them, valuing their differences and providing opportunities which enhance their ethnic, religious, cultural and linguistic background within their local community
- its Foster Carers support each child / young person in placement with them to develop skills to help him/her deal with all forms of discrimination
- its Foster Carers give each child / young person in placement with them encouragement and equal access to opportunities to develop and pursue his/her talents, interests, and hobbies
- Appropriate training and support provided where needed to enhance Foster Carers knowledge and understanding of working with children from different backgrounds and diverse cultural needs.
- every child / young person with a disability receives specific services and support to help him/her to maximise his/her potential and to lead as fulfilling a life as possible, including enabling him/her to access as wide a range of activities as possible.

The CFT will also ensure that no job applicant or employee is discriminated against either directly, or indirectly due to any manner of diversity.

### **Participation & Consultation**

The CFT is committed to listening to the views and wishes of the children in our care to ensure that our fostering service is working towards their changing needs.

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Some of the ways that we are actively involving young people's participation are:

- Having interview panels involving Young People.
- Including questions from Young People at panel.
- Inviting Children and young people to contribute to Foster Carers Reviews
- Participation groups – different events throughout the year.
- National and Regional Foster Carers' Sons and Daughters group.
- Encourage children and young people to share their views.
- Establishing a CFT Young People's Council.
- Stay and play sessions
- Youth Groups
- PGL weekends for Foster Children/Young people and sons and daughters.
- Creative Saturday morning club.
- Children and Young People's training sessions.
- Movie club

### **The Standards of Care adopted by The Children's Family 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
- Children Act 2004
- Adoption & Children Act 2002 / 2006
- Children and Young Persons Act 2008
- Care Standards Act 2000 (Regulations 2010)
- Independent Review of Determinations (Adoption and Fostering) Regulations 2009
- 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 & amended 2021)
- Fostering Network - Code of Practice on Recruitment, Assessment, Approval, Training, Management and Support of Foster Carers 1999
- Working Together to Safeguard Children 2018
- Social Work England (SWE)

### **A profile of the Children's Family Trust:**

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All CFT staff are appointed in line with the Safer Recruitment Policy and receive monthly supervisions and appraisals.

Our professionally qualified staff will hold relevant qualifications or be supported to do so. All professional Social Work staff are registered with Social Work England and carry a maximum caseload of 12 Foster Families.

In addition, the CFT has engaged, on a sessional basis, further fully qualified and experienced Social Workers to carry out assessments and provide additional support. Our West Yorkshire office is supported by our Head Office team based in Bromsgrove.

Our Head Office team consists of

- CEO: Marina Mulholland
- Head of Service: Dawn Freeman
- Head of Finance:
- Management Accountant
- Finance & Business Support Assistant
- Human Resource Manager
- Human Resource Officer
- Market & Media Officer
- Panel, Charms & Quality Assurance Officer

Currently, the CFT has four regional offices

- The Childrens Family Trust Bishop Auckland - URN SC402365
- The Childrens Family Trust West Yorkshire - URN SC477743
- The Childrens Family Trust West Midlands - URN SC034804
- The Childrens Family Trust South Central - URN SC47762

In November 2022 nationally, the Trust were caring for 213 children and had 137 approved Carers.

### **Our West Yorkshire Region:**

1A Brindley Way, Wakefield 41 Business Park, Wakefield, WF2 0XQ

The Yorkshire region is based in Wakefield (West Yorkshire) The areas we provide fostering services in Yorkshire include Bradford, Leeds, Halifax, Huddersfield, York, Wakefield, Doncaster, Rotherham, Sheffield and Barnsley and surrounding areas. West Yorkshire provide a variety of placements for

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children and young people who need emergency, short term, long term, respite and parent and child placements.

The West Yorkshire Team consist of:

- Registered Manager Annemarie Shields
- Practice Team manager
- 1 x Senior Supervising Social Worker
- 2 x Supervising Social Workers
- 1 x Support Worker
- 2 x Administrators.

West Yorkshire currently have 21 approved fostering families and care for 38 children and young people.

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.

Our Policies, Procedures and handbook are available to view online:

<https://www.proceduresonline.com/childrensfamilyCFT/>

### **Professional Practice**

Traditionally the West Yorkshire region was set up to offer permanent 'Family for Life' placements. However, they now provide placements for short-term, long term, emergency, parent and child and respite care. As the region continues to develop and grow so will the Carers. A great deal of thought is given to both the development and training of the Carers in order to be able to offer a wider selection of placements to our local authority partners.

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

Our children in the region are also encouraged to be part of their local community through participation in clubs and activities.

The Social Work teams have good links with the Local Authorities in the region. In addition, they can access educational and therapeutic support where needed. Foster Carers are supported at meetings with schools and take an active role in developing the child's Personal Education Plan (PEP).



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Because of the nature of the CFT in primarily seeking permanent placements, our families are generally exceptionally stable. Foster Carers are encouraged and supported in continuing to care for their foster children beyond the age when they leave formal care, in appropriate circumstances

**Carer Recruitment, Review and Support in West Yorkshire:** Foster Carers are recruited from across the region and Form F assessments are undertaken by locally based assessors who know the area well.

As an organisation experienced in child-care provision, the Trust understands the critical importance of being consistently successful in the recruitment of Foster Carers. Furthermore, the organisation 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 in West Yorkshire has been initiated by a mixture of direct advertising, from interest engendered by our website and social media accounts, magazine, and by word-of-mouth.

All prospective Foster Carers in the region are assessed using the Coram-BAAF Form F procedure and required to attend 'Skills to Foster' training as part of the assessment process. Following completion of the assessment, the Foster Carers are presented to our Fostering Panel in West Yorkshire.

The Children's Family Trust's Independent Fostering Panels make recommendations to the Trust's 'Decision Maker' about an applicant's suitability to foster. The region aims to complete the training, assessment, and Panel process within an eight-month timescale

Our Approved Foster Carers' in West Yorkshire will receive:

- Approval letter from ADM
- Foster Carer Agreement
- An allocated Supervising Social Worker
- Foster Carers Handbook & Policies and Procedures
- Foster Carers Finance Guide
- Copies of Children's Guides
- Access to our online system & Charms recording system
- Foster Carer Support Meetings
- Foster Talk Membership & Benefits
- Training & Development
- Independent Foster Carer Support Groups are encouraged
- 24 Hour Support
- Foster Carer Buddying System

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- Access to therapeutic support and consultation where needed

The region offers its foster carers a high level of support based on their level of experience and developmental needs. As a minimum we offer a monthly support visit and a formal supervision visit. Newly approved carers are offered a higher level of support and will receive check in calls and extra visits where required. All foster carers are allocated their own supervising social worker on becoming approved. We operate a buddying system for newly approved foster carers and have experienced carers who offer support to other carers on a needs basis. Foster carers receive independent support through foster and can access independent therapeutic consultations to offer support and guidance on caring for children in placement.

Our get started induction programme is quite comprehensive and is undertaken with all newly approved foster carers providing guidance, support and preparation for their fostering journey and getting ready for children to be placed with them.

All our Foster Carers in the region 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 personalised carer development is encouraged to meet the needs of the children in placement.

A show of appreciation and monetary reward is given to our carers for the following.

- Upon completion of TSD's.
- To recognise the hard work and achievement of foster carers after their annual review every 5 years.

A development plan is completed annually for all carers and is based on mandatory training, attachment-based training, therapeutic parenting, and individualized training needs

Mandatory Training within the region must be completed every 3 years for the following.

- Contextualised Safeguarding which includes CSE, CCE, Radicalisation, Drugs and Substance Awareness
- H&S Face to Face
- Safer Caring and Allegation training.
- Managing Challenging Behaviours/ De-escalation/ Safe Handling
- First Aid Training – Only Face to Face training.
- Introduction to PACE/Therapeutic Parenting – Understanding Attachment and parenting children using a therapeutic parenting approach

Additional training includes:

- Medication
- Recording

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- GDPR/Data Protection
- Fire Awareness Training
- Education and Contact
- Diversity and Equality Including LGBT/Black lives matter
- Online safety/social media
- Child Development/Attachment/trauma
- Group Therapeutic Parenting

All Foster Carers in our West Yorkshire region are subject to an Annual Review, which is undertaken by an Independent Reviewing Officer and will be presented to panel following the first and fifth reviews, then every five years thereafter. The Fostering Panel will review the information presented and may recommend changes to approval, if necessary. To contribute to the Foster Carers Review, feedback is sought from; Children (Birth & Looked after), Birth Family where appropriate, Local Authority Social Workers and any other professionals involved with children in placement.

Full medical checks are completed at the point of initial assessment, followed by a medical update every three years unless any significant health problems are identified or a change in health arises, at which point a full medical would be completed. All enhanced DBS checks are renewed every three years.

### **Unannounced Visits:**

In line with fostering regulations one unannounced visit will be completed within the foster carers reviewing period, CFT will also aim to complete a second visit within this period but recognises this is not always possible.

### **Record Keeping:**

Foster Carers are expected to record regular logs for the children in their care. These logs are then reviewed by the supervising social worker. Recording is an essential part of the foster carer's role which help monitor the child's journey.

### **Our Children & Young People**

All children and young people in placement will receive.

- A copy of an age-appropriate children's guide
- Outcome trackers completed on initial placement and annually thereafter

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- Savings Account with monthly savings
- Spending Money
- Birthday & Christmas Gifts
- Financial Rewards for completion of exams/qualifications
- Regular activity-based events throughout the year
- Access to therapeutic support, where identified and supported by the Local Authority
- Andrew Turner Awards system (see below for more detail)
- Participation events
- Access to a range of resources
- Support to access Independent Advocacy Services
- Educational Support, where needed
- Encouragement to develop their own personal interests/extra-curricular activities
- Competitions with rewards

All children in fostering households including birth children are included in the CFT's events and participation groups.

Our staff and foster carers in West Yorkshire are encouraged to nominate any children placed and sons and daughters for the Andrew Turner Award. The Trust set aside an annual sum to celebrate the achievements of children placed with us. This award is to recognise and say 'well done' for real achievement for individual children and young people. Awards will recognise the skills and talents and will help build the self-confidence of children and young people. All nominations are welcome no matter how big or small the achievement may appear. The CFT recognises that all children achieve at different levels. All nominees will be awarded a certificate and a monetary gift.

### **The Structure of The Children's Family 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 CFT 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 CFT 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.

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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 CFT are all subject to enhanced DBS checks and safer recruitment processes. Further, Foster Carers are subject to additional checks as part of their Form F-assessment process.

To remain current in matters affecting the work of the CFT, it has for many years been a member of the NCVO, Children England (was NCVCCO), The Fostering Network, and Coram BAAF. In 2015 the Trust also joined NAFP (the Nationwide Association of Fostering Providers). The Children's family Trust is a founder member of FFP (Fairer Fostering Partnership). In 2020 CFT became members of Foster Talk who provide independent professional support services to our foster carers

### **Organisational profile:**

The CFT directly comprises of Members (who are the Trustees). The Members effectively own The Children's Family Trust as its shareholders and carry its limited liability.

The Trustees manage the CFT 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 un-remunerated. 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 CFT.

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

The CFT 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 organisation and its assets. Furthermore, there are fully independent and professionally qualified Fostering Panels in each Region, and each role therein carries a Job Description.

### **Key individuals and management**

**President** Mr. Andrew Turner

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- 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:** Ian Brazier:

- Founder Member of Skyrocket Partnership, a training organisation for fostering providers
- Trustee of an Independent Fostering Charity for almost 8 years
- CEO of an Independent Fostering Charity for 9 years
- Previously in the Royal Regiment of Fusiliers, British Army for 34 years. Resulting in the Commanding Officer position

### **Trustee Vice Chair** Mr Dale Williams

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

### **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. 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** Dr Maggie Hine

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- 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

### **Trustee** Thomas Gormley

- Qualified in social work for over 40 years
- A wealth of management experience dealing with organisational review, structural change, change management, management development, coaching and team building.
- Former CEO of The Children's Family Trust, a position that was held for 10 years.
- Current Agency Decision Maker for The Children's Family Trust

### **Chief Executive and 'Responsible Individual' for The Children's Family Trust**

Ms Marina Mulholland:

- Over 25 years of experience working in the Independent Fostering Sector
- Four years working in the local authority Child Protection arena
- Experience of working with severely disabled children and adults for a national charity
- Practiced as a Social Worker in Canada working with the First Nation people and children severely affected by FAS
- Seven years working in Local Authority children's therapeutic residential units
- BSc (Hons) Psychology/Sociology
- M.A. / Dip SW
- NVQ Level 5 Business Management
- BA (Hons) Textile & Fashion Design
- Prior founder member and Registered Manager of an Independent Fostering Agency
- Joint CEO Skyrocket (providing training and support to management in the Fostering Sect

**Organisational Structure**





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### **Submitting Feedback or complaints**

At The CFT we value all feedback, whether it be complimentary or constructive. We have a Complaints Policy and Procedure, in line with Fostering Services Regulations 2011. You can our policy here: - [https://www.proceduresonline.com/childrensfamilytrust/p\\_complaints.html?zoom\\_highlight=complaints](https://www.proceduresonline.com/childrensfamilytrust/p_complaints.html?zoom_highlight=complaints)

This policy is regularly reviewed and updated. We view complaints about our service very seriously and provide a transparent process in which complaints can be dealt with. We learn from any complaints and feedback, analysing them to improve our service.

We also record our compliments and use these to continue to develop and strengthen our services and to acknowledge staff and teams whose work have generated these.

We use feedback, complaints, and compliments to ensure that we maintain a quality service for all of our stakeholders.