

# Welcome Foster Care

---

Where Children and Carers Matter

# Statement of Purpose

# Sheet Guide

---

© Welcome Foster Care  
1st Floor  
Boardman House  
64 Broadway  
Stratford, London  
E15 1NT

Phone 020 3397 3332 • Fax 020 3397 3334

# Table of Contents

About Welcome Foster Care .....	1
Introduction to the Statement of Purpose .....	2
Status and Constitution .....	3
Aims and Objectives .....	4
Management Structure .....	6
Service Offering .....	8
Foster Carers / Children & Young People .....	13
Complaints.....	14
Quality Management System.....	17



## About Welcome Foster Care

Welcome Foster Care was established in February 2008 as a result of identifying the need to promote the racial, cultural, religious and linguistic backgrounds of children and young people taken into foster care.

In 2015, Welcome Foster Care joined the Capstone Foster Care group. The Capstone Foster Care group is one of the largest fostering providers in England and most its regions are all rated 'Good' by Ofsted.

Welcome Foster Care registered head office is based in Stratford, East London. Our office has a sufficient number of dedicated and fully qualified staff to help deliver an outstanding local service to foster children.

Here are full contact details for our office:

1. Registered Office: 1st Floor, Boardman House, 64 Broadway, Stratford, London, E15 1NT

## **Introduction to the Statement of Purpose**

This statement of purpose has been written in accordance with Standard 1 of the National Minimum Standards for Fostering Services and the Fostering Regulations 2011. It sets out the aims, objectives and a description of services offered by Welcome Foster Care.

This document had been produced to be read by the following:

- Children and young people who are placed with our foster carers
- The agency's staff and consultants
- Foster carers and prospective foster carers
- Local Authorities who place, or are considering placing with Welcome Foster Care.
- Colleagues from other social care agencies
- Health and educational establishments
- The general public

We hope that the information detailed will illustrate our commitment to provide outstanding, excellent and sustainable placements for children in care.

All members of staff have contributed towards the contents of this document and it has been approved by the Management Board.

The statement of purpose for Welcome Foster Care is reviewed regularly by the Management and any changes will be reported to Ofsted.

## Status and Constitution

Welcome Foster Care, an independent fostering provider (IFP), is a private limited company registered under the Companies Act 1985 (company number 6350870).

The Board of Directors and Managers meet regularly and are responsible for the corporate governance of the company, as well as determining and reviewing the company's:

- Strategic vision and direction
- Culture, values and principles
- Annual business plan
- Performance targets
- Policies and procedures
- Financial management
- Legal compliance
- Quality assurance

The Board at Welcome Foster Care meet the statutory duties and responsibilities as Directors of a registered company and ensure that all matters are reviewed regularly and in a planned way.

Welcome Foster Care is registered and inspected by Ofsted. (Registration No: SC 36 48 46).

Last inspection was carried out in July 2015 and we received 'Good' in all areas.

## **Aims and Objectives**

Welcome Foster Care is an independent fostering agency dedicated to providing outstanding fostering homes and families for children.

We are determined to make a difference to the lives of children by bringing a fresh perspective to foster care provision. We endeavour to place children at the heart of our organisation by placing them at the heart of a community which values them and supports their needs.

Our strong, stable and caring family environment model involves placing children with carers who truly have faith in children, and more importantly, faith in their future.

Regardless of the circumstances a child has been through, we believe in delivering a foster care service that places their needs at the centre of everything we do and help provide a safe prosperous future for every child that is placed with Welcome Foster Care approved foster carers.

### **Welcome Foster Care Aims to:**

- Provide foster care placements and support packages for children and young people 'looked after' that offer a stable and consistent experience of family life, to enhance and maximize their life opportunities.
- Recruit and retain foster carers from diverse backgrounds thus ensuring a range of appropriate placements for children and young people.
- Respect and promote the racial, cultural, religious and linguistic backgrounds of children and young people.
- Consider the gender, suitability, disability of fostered children and young people when making placement decisions.
- Promote a child/young person centred approach.
- Provide a responsive, supportive and professional 24 hour service for foster carers, children/young people and local authorities.
- Provide a commitment to the ongoing learning and professional development of the agency, foster carers and staff.

- Establish, review and maintain policies and procedures that will comply with legislative and statutory requirements and expectations.

**Welcome Foster Care's Key Objectives are to:**

- Develop our services in order that children and young people can grow within the five areas of Helping Children Achieve More:
  1. Be Healthy
  2. Stay Safe
  3. Enjoy and Achieve
  4. Make a Positive Contribution
  5. Achieve Economic Wellbeing
- Prepare, support and train foster carers to enable them to provide high quality specialist foster care.
- Continuously monitor the services provided by the company to develop the provision accordingly.
- Support children and young people within their family placement to optimize their potential in all areas, including: educational, social, psychological, emotional and physical development.
- Ensure that a care plan for the child's future is acted upon within the timescales and parameters, set at each review.
- Work in close partnership with local authorities to promote and safeguard the best interests and welfare of the child/young person.
- Retain foster carers and staff through a strategy that ensures they are appropriately supervised, supported, rewarded and developed.

## **Management Structure**

The management activities are currently undertaken by the Registered Manager Designate, Senior Social Worker and Office Manager.

The management activities are overseen by the Responsible Individual and the CEO of the Capstone Foster Care Group.

The Registered Manager Designate is responsible for managing the end to end operational service in the provision of effective and safe provision of care for looked after children within the legal and regulatory framework for foster care.

The Office Manager is responsible for the smooth and efficient running of the office premises and managing the administrative functions of Welcome Foster Care.

The Responsible Individual is responsible for establishing and the reviewing the organization strategic vision and direction.

### **The Registered Manager Designate**

The Registered Manager Designate of Welcome Foster Care has extensive experience in social work and has been involved in the social care sector for more than 13 years in the fostering setting, completing management and supervisory roles. She is a highly enthusiastic and motivated professional, whose outlook is formulated from an evidence based social care and social work background, psychological knowledge, experience in fostering and a real interest in helping children, young people & their families. The Registered Manager Designate possesses excellent communication and interpersonal skills, coupled with a highly organised and systematic approach to work.

The Registered Manager Designate has completed her Bachelor's and Master's Social Work Degree. In addition to the above, Welcome Foster Care has a dedicated team of fully qualified staff to help deliver an outstanding service to foster children.

The Supervising Social Workers are responsible for providing support and supervision to foster carers. Our Supervising Social Workers have appropriate social work qualification and are registered with the Health Care and Professionals Council.

The Supervising Social Workers are supervised and supported by the Registered Manager Designate.

Our dedicated and professional foster carers are responsible for providing a safe, caring and nurturing environment, promoting the welfare of children and young people entrusted in their care.

We employ administrators to conduct statutory enquiries regarding foster carers, maintain policies and procedures, establish systems to maintain full information and records regarding foster carers and children in placement. Key financial services, including invoices and payments are also undertaken by appropriately qualified financial personnel.

Placements Officer takes all details of referrals and publishes regular vacancy lists. She tries to match the referred children with our carers as closely as possible and in consultation with the placing Local Authority, residing Authority, Social Workers and carers.

Management and Supervising Social Workers manage and co-ordinate the 24 hour out of hours' service.

All staff, whether directly employed on a service contract or providing services under a service agreement, are subject to the full range of enquiries including:

- DBS
- References from previous and current employers followed up by verbal feedback
- Verification of qualifications and registrations with HCPC
- Identity checks

All staff who work for Welcome Foster Care, either permanent, part-time or self-employed, are covered by appropriate professional indemnity insurance and all have job descriptions, contracts of employment and/or contractual project briefs.

Welcome Foster Care insurance liabilities cover is in line with Local Authority contractual requirements and is as follows:

Employers' Liability	£10,000,000	Any one occurrence
Public Liability	£10,000,000	Any one occurrence
Products Liability	£10,000,000	In the aggregate
Treatment Liability	£5,000,000	In the aggregate
Willful Damage Liability	£100,000	In the aggregate
Abuse Liability	£10,000,000	In the aggregate
Professional Indemnity Cover	£5,000,000	In the aggregate
Management Liability	£1,000,000	In the aggregate
Entity Defence Liability	£1,000,000	In the aggregate
Employment Protection Liability	£1,000,000	In the aggregate

## **Service Offering**

### **Fostering Placements**

The Placements Officer at Welcome Foster Care is the first point of contact for Local Authorities making referrals or enquiries about placement choice and availability. All placements are appropriately and professionally ‘matched’ ensuring a detailed process between the needs of children and young people and the skills and experience of foster carers to meet those needs.

The agency provides a wide range of placements for children and young people of all ages with foster carers, these include:

- Parent & Child placements
- Long term placements
- Short term placements
- Sibling groups
- Placements for children who are disabled
- Respite placements
- Asylum seeker placements
- Emergency placements

All placements made with foster carers are undertaken and monitored in accordance with the Fostering Regulations (2011). Therefore:

- Individual ‘Foster Placement Agreements’ are prepared either before or at the point of placement, which include essential information sharing and care plans.
- Wherever possible, pre-placement planning is undertaken, including introductions between foster carers and children. In the case of emergency placements, immediate care planning is given timely attention.

### **Support for Children and Young people**

All children and young people in placement with Welcome Foster Care are visited regularly as part of the role of the Supervising Social Worker. In undertaking this, due consideration is given to the role and involvement of the local authority social worker, so that there is clarity between the roles and responsibilities of each agency and social worker. The Supervising Social Worker will ensure that the best interests of the child and/or young person is being safeguarded and promoted, and identify further services that are appropriate to promote their physical, mental, cognitive and emotional welfare.

Welcome Foster Care can commission qualified, accredited and experienced professionals on a sessional basis to provide psychological support, assistance and information to children and young people in placement.

### **Social Work Service**

In addition to the Child's Social Worker, a Supervising Social Worker is allocated to support and supervise every foster carer with the placements they provide.

The Supervising Social Worker will:

- Maintain regular contact with the foster carer and children in placement through monthly (or bi-monthly for long term placements) visits and daily/weekly telephone calls.
- Make a minimum of at least one unannounced visits to the foster home every year.
- Provide advice, guidance and support to the foster carer on their care of children in placement.
- Participate in the out of office hour's management and support to carers and local authorities.
- Approach and co-ordinate other support services as appropriate.
- Liaise with other professionals and contribute to reviews and formal meetings in respect of care planning.
- Provide formal supervision, identify and respond to foster carers training and development needs.
- Keep accurate records and provide regular updates, always keeping local authority social workers informed of the progress of young people in placement.

Welcome Foster Care employs Supervising Social Workers who are suitably qualified and experienced to undertake the role. Every effort will be made to match children with families that reflect their religious, cultural and diversity needs. Issues around child protection or safeguarding will be dealt with immediately, in line with agreed procedures and policies.

School attendance and academic achievement will be promoted for all children and young people, in line with the DfE. Daily, weekly or monthly written records and logs on each child or young person will be maintained and provided to placing authorities, on request.

Corporal punishment will NOT be used in any circumstances. Guidance is provided on the use of sanctions and a written record kept of any implementation.

Welcome Foster Care and its carers will maintain vigilance and confidentiality. Foster carers will have continuing training, including TSD standards, and at least bi-monthly support group meetings. Welcome Foster Care ensures each foster carer and foster home fulfils all health and safety and risk assessment requirements. Foster carers will work to an agreed care plan and within the terms of the

placement agreement. Foster carers will promote agreed contact with the children's families unless this is considered detrimental to the child.

Foster carers will receive regular support visits (at least once a month) from supervising social workers and regular telephone contact (weekly or daily, dependent on need). An 'out of hours' support service will be provided to foster carers by experienced, qualified social workers, with management support, as required.

## **Matching**

All young people's placements are closely matched to ensure that their needs are met by the skills and experience of our foster carers.

Welcome Foster Care have an appointed placements officer, who is the first point of contact for enquiries about placement choices and who liaises closely with the Registered Manager Designate and Supervising Social Workers, foster carers and Local Authorities to ensure the best possible match and outcomes for the child.

## **Children's Champion**

Our dedicated Children's Champion works with children and foster carers to ensure that placements can be sustained and can be experienced positively by both foster children and carers.

Children's Champion focuses on working with young people on boosting their self-esteem, self-confidence, overcoming anger issues or making sense of why they are in care.

Children's Champion also works with foster carers in a reflective way to help them manage challenging situations and find ways that work effectively with children.

## **Financial**

Foster carers receive an appropriate weekly fostering allowance, which is paid directly into their bank accounts which is transferred on a fortnightly basis.

Carers are self-employed and pay their own tax and national insurance. Detailed financial information and guidance is supplied to foster carers within the Foster Care Policies, Procedures and Practice Manual.

## **Management and Support**

All foster carers have a named, fully qualified Supervising Social Worker. It is this Social Worker's responsibility to manage and support the carer in the fostering task.

Welcome Foster Care's Supervising Social Workers understand that they have a responsibility for ensuring that the child in placement needs are paramount, even though they do not have case management responsibility for the child.

All foster carers are enrolled as members of the Foster Talk (financed by Welcome Foster Care) as this provides excellent up-to-date information and legal advice should carers be the subject of an allegation or need legal support.

### **Emergency Support (On-call service)**

At weekends, during the evenings and at night, foster carers are offered an on-call service, which is appropriately staffed, who in turn are supported by the Registered Manager Designate.

Carers are encouraged to contact the 'on-call' social worker for support and guidance. The office telephone numbers are diverted out-of-hours to the on-call worker. In addition, the Registered Manager Designate is also available via a mobile phone.

Welcome Foster Care provides a 24-hour referrals and home finding service available to Local Authorities/Social Services Departments for the emergency placements of children and young people.

### **Supervisory Visits**

The supervising social worker is responsible for ensuring that the standard of care offered to children in foster care is of a high standard, including safe caring practices and assisting carers to achieve a good standard of care for the children. Supervision meetings are a good opportunity for all parties to raise issues of concern and also allow for the opportunity to discuss placement progress. The supervising social workers also have a primary responsibility for assisting in the career development of carers, establishing training needs with them and making plans to meet these needs and supporting them in attendance.

Supervising Social Workers are responsible for seeing the children placed with foster carers at least on every 3<sup>rd</sup> visit (if possible) to ensure that they listen to their views and feelings and observe their interactions with foster carers.

### **Unannounced Visits**

Part of the monitoring of the work of the foster carer is occasional unannounced visits by the Supervising Social Worker. There will be at least one unannounced visits each year. These visits are not intended to be intrusive in any way.

### **Foster Care Review**

As set out in the Children Act 1989 and the Fostering Service Regulations 2011, all foster carers must undergo a Foster Carer Review. The main aim of the annual review is to determine whether approval should be renewed and whether there should be any change in the terms of approval. The review will include written reports and feedback from the foster carer's and their family, Supervising Social Worker, the local authority Social Worker, children and young people in placement, children of the household/carers and the foster carers themselves.

The Annual Review is an opportunity to look at progress in meeting targets set for the improvement of skills, to set new goals and action plan for the next year. Training needs are assessed and commitment to further training agreed.

Foster Carers Reviews are conducted if there is a change of circumstances for foster carers or changes to the composition of the household. Welcome Foster Care always conducts reviews after allegations and complaints.

### **Record Keeping**

Foster carers are expected to keep a daily or weekly log of significant events appertaining to the child/ren in placement. Maintaining diaries and logs is an important part of a foster carer's role, and accurate, factual and unbiased recording is therefore paramount.

It should also be noted that these diary recordings could, should the need arise, be used as evidence in the Court system. This record will be kept in a daily log, one for each child in placement. Diaries and logs are supplied by Welcome Foster Care, and remain the property of Welcome Foster Care, so at placement end, they should be returned to the Agency.

### **Policies & Procedures**

Welcome Foster Care has developed a comprehensive, but easy to understand, foster carer policies, procedures and practice manual. It is issued to every approved foster carer, in order to aid them with the fostering task. The manual contains information on financial, fostering law, health and safety matters, assessing the needs of children and young people, care planning, health, education, complaints and grievances, training, child protection, safeguarding and record keeping.

The manual is reviewed throughout the year and updates issued annually or as required to foster carers. There is also an appendix section for foster carers to keep safe all certificates, regular updates, important correspondence from Welcome Foster Care and useful telephone numbers and addresses.

## **Foster Carers / Children & Young People**

Welcome Foster Care has on its register a number of professional foster carers from different background and wide range of skills that are looking after children. We are caring for a wide range of children and these include sibling's groups, unaccompanied minors, children with learning disabilities, children of particular faith and others. More information about the foster carers and the children in the care of Welcome Foster Care can be provided upon request.

To obtain the information stated in Sections 7 of this document or for any other information, please put your request in writing to:

Karen Alemao,  
Registered Manger Designate,  
Welcome Foster Care,  
1st Floor  
Boardman House  
64 Broadway,  
Stratford, London,  
E15 1NT

Phone 020 3397 3332 • Fax 020 3397 3334

Email: [karen@welcomefostercare.co.uk](mailto:karen@welcomefostercare.co.uk)

Welcome Foster Care runs consultation sessions with foster children of different ages and birth children to ensure that the services provided are tailored to the children's needs according to their wishes and feelings.

We also strive to obtain regular feedback from foster carers, Local Authority Social Workers and other professionals by sending surveys out and feedback forms and quality assurance questionnaires.

## Complaints

We are committed to providing a high quality, accessible and responsive service. One of the ways in which we can continue to improve our service is by listening and responding to all comments and complaints.

Welcome Foster Care's Complaints Procedure places an emphasis on resolving complaints at a local level where possible. Records of investigations and outcomes of complaints resolved informally are held on file for inspection by Ofsted and other regulatory bodies.

All children/young people placed with Welcome Foster Care foster carers are informed of the organisation's complaints procedure via a Children's Guide/handbook and can be sent to the Registered Manager Designate or Children's Champion.

All foster carers, staff and children's/young person's social workers are also provided with information about Welcome Foster Care complaints procedures.

Welcome Foster Care's complaint process has the 2 stages:

**Stage 1.** All complaints should be addressed in writing to the Registered Manager Designate. The exception is for children, who can make a written or verbal complaint to any member of staff. The Registered Manager Designate will respond to each complaint and seek a resolution within 28 days, however we aim to respond to all children's complaints within 7 days.

Please address all your complaints in writing and send to:  
[karen@welcomefostercare.co.uk](mailto:karen@welcomefostercare.co.uk) or

Karen Alemao, Interim Registered Manger, Welcome Foster Care, 1st Floor, Boardman House,  
64 Broadway, Stratford, London, E15 1NT

Phone 020 3397 3332 • Fax 020 3397 3334

**Stage 2.** If the complaint has not been adequately addressed, then if appropriate, an independent officer will be appointed to carry out formal investigation. Summary details of all complaints and their outcomes are filed confidentially and can be provided upon request.

We are always pleased to receive comments about our work. It is useful for us to know when we have done a good job, as well as when things have gone less well. This helps us maintain and enhance our service.

Please address all your comments or feedback in writing and send to:

[karen@welcomefostercare.co.uk](mailto:karen@welcomefostercare.co.uk) or

Karen Alemao,

Registered Manger Designate,

1st Floor

Boardman House

64 Broadway

Stratford, London,

E15 1NT

Phone 020 3397 3332 • Fax 020 3397 3334

If you want to make a complaint or are not satisfied with the outcome, you have the right to contact Ofsted, which is the organisation that registers and checks the work that fostering agencies do is to a high standard, at any time. Ofsted can be contact at:

**Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD**

**Tel: 0300 123 1231 or 0300 123 4666**

**Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)**

## **The Quality Management System**

This Quality Management System (QMS) has been established to support the delivery of Welcome Foster Care's Services to, and on behalf of, the interested parties identified in this Statement of Purpose. The QMS only covers Welcome Foster Care based in Stratford, East London and the scope of certification to ISO9001:2015 has been defined as: "The provision of foster carers, foster placements and support services for children and young people."

### **Customer Focus**

The primary focus of QMS is to provide good quality foster placements for children and young people by meeting regulatory and statutory requirements and striving to exceed expectations. Welcome Foster Care believes that sustained success is achieved when it attracts and retains the confidence of interested parties and partner agencies on whom it depends (as detailed previously in this document). Every interaction is seen as an opportunity to create more value by understanding current and future needs of these interested parties to sustain success.

### **Leadership**

Leaders at all levels within Welcome Foster Care aim to establish unity of purpose and direction by creating conditions in which people are engaged in achieving the company's aims, objectives and values. Business and development plans are written in order to create this unity of purpose, direction and engagement to enable Welcome Foster Care to align its strategies, policies, processes and resources to achieve its objectives.

### **Engagement of People**

By engaging with the children and young people Welcome Foster Care strives to improve the experiences, life chances and outcomes. This is achieved through the continual monitoring of the progress that children make and through feedback from consultation processes.

Welcome Foster Care also seeks to engage all employees and Foster Carers through continued development to ensure that they are competent, empowered and engaged in delivering a valued service to interested parties and partner agencies. It is believed that recognition, empowerment and enhancement of skills and knowledge will facilitate the engagement of employees to deliver effective and efficient services.

### Process Approach

Consistent and predictable results are achieved when activities are understood and managed as related processes that function as an effective system. Welcome Foster Care's quality management system is composed of policies, processes and procedures which ensure that resources, controls and interactions, support the improvement of performance.

### Improvement

Focus on improvement is at the centre of the quality management system drawing on feedback from children and young people; Foster Carers; audits; OFSTED inspections; Local Authority reviews to not only maintain current levels of performance, but to help Welcome Foster Care respond to changes and create new opportunities for improvement.

### Evidence-based Decision Making

Decision-making based on evidence gathered from the quality management system helps management to make informed decisions for change and improvement in the services through establishing new business and development plans with appropriate objectives focused on improvement of services.

### Relationship Management

For sustained success, management strives to build relationships with interested parties, such as children and young people; Local Authorities; customers; foster carers; OFSTED and internal staff so that they can have a positive influence on the performance of Welcome Foster Care's service delivery. By managing relationships with these interested parties Welcome Foster Care aims to enhance performance and develop stronger relationships through established networks.