



## STATEMENT OF PURPOSE 2021/2022

# Contents

---

- **Introduction**
- **Mission statement**
- **Equality and Diversity**
- **Aims and Objectives**
- **Management Structure**
- **Services Provided**
- **Recruitment, Assessment and approval Process**
- **Review of Foster carers**
- **Training provided for Foster Carers**
- **Fostering Panel**
- **Support and Supervision of Foster Carers**
- **Placement matching**
- **Support and consultation with the young people**
- **Finance**
- **Complaint and Representation**
- **Quality assurance**

## **Introduction**

Daffodils Fostering Limited is a private company registered under the Companies Act 2006 with the number 10167489. The registered office address is 221 Devonshire Business Centre, 582 Honeypot Lane, Stanmore, HA7 1JS.

Our Statement of Purpose has been developed to meet the requirements arising from:

- The Care Standards Act 2000
- The Children and Young Persons Act 2008
- The Fostering Services (England) Regulations 2011
- Fostering Services: National Minimum Standards (2011)
- The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.
- The Children Act 1989 & 2004
- UK ratification of the UN Convention on the Rights of the Child

This Statement of Purpose gives an outline as to how Daffodils Fostering manages its service, its fitness to provide fostering services and how the welfare of the children within its care will be met. The statement of purpose relates to the Children's Guide which will be provided to all children in placement, according to their age and understanding.

The statement of purpose will be made available on our website and to all foster carers, prospective foster carers, and children/young people in placement, parents, and colleagues from Local Authorities and other agencies. A copy of the statement is also made available to Ofsted. The statement of purpose will be reviewed annually by Daffodils Fostering Limited's Management Team.

## **Mission statement**

Children and young people come first. The mission of Daffodils Fostering Limited is to work together with foster carers and partner agencies to provide high-quality fostering placements to enable children and young people to enjoy a positive experience of family life, realise their potential, and to enhance their life opportunities. Children and Young people placed with Daffodils' foster carers will know that their views, wishes and feelings are taken into account in all aspects of their care; are helped to understand why it may not be possible to act upon their wishes in all cases; and know how to obtain support and make a complaint.

We strive to fully support and value our foster families so that they can give the children stability and security by being able to care for them safely, even through difficult times, in an informed and sensitive way. Our foster families will be supported to give children

and young people attentive and proactive care; fostering will not be a passive experience for children.

## **Equality and Diversity**

Daffodils Fostering Limited embraces diversity and promotes equality of opportunity. Through our inclusive approach to recruitment, we aim to integrate equality of opportunity into all its employment activities. Our service provision to Local Authorities, foster carers and looked after children and young people will reflect this culture of diversity, ensuring that our services and recruitment do not discriminate on any grounds of age, disability, gender, gender reassignment, marriage or civil partnership, pregnancy and maternity, race and ethnicity, religion and belief (or non-belief), and sexual orientation.

Training on equality and diversity is strongly promoted during the preparation process for new foster carers and forms part of the assessment. Ongoing training on equality and diversity will be provided to all approved foster carers.

## **Aims and Objectives**

The primary aim of Daffodils Fostering Limited is by working in partnership with the Local Authorities to provide a range of safe, high quality placements suitable for meeting the diverse needs of looked after children and young people. The ethnic origin, cultural background, religion and language of looked after children and young people and the particular needs of disabled children will be fully recognised and positively valued and promoted when placement decisions are made.

The secondary aim is to provide consistently high-quality services and support to the agency's foster carers by employing sufficiently experienced and qualified staff.

To achieve these aims the Daffodils Fostering Limited has the following objectives:

- The provision of well planned, stable and high-quality placements to meet children's needs and improve their outcomes.
- Each placement will meet the requirements of the child's care plan and wherever possible reflect the child's racial, cultural, religious and linguistic background.

- Each child/young person is valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self-confidence and self-worth.
- A child/young person's wishes and feelings will be taken into account, and children/young people will be encouraged to participate in decisions about their care.
- Address the child's/young person's health, education and social development needs, and equip them with as good or better skills to achieve in their development as a child/young person living in their birth home
- Placement stability and consistency of care is promoted in every possible way to give all children /young people a settled experience in fostering. We "never give up on a child" and placements are only allowed to end in a planned and considered way.
- Children in foster care deserve to be treated as a 'good parent' would treat their own children and to have the opportunity for as full an experience of family life and childhood as possible, without unnecessary restrictions.
- Carers are well prepared for the fostering task by a thorough assessment that focuses on relevant competencies and ability to meet the needs of looked after children
- Foster carers have a right to full information about any child/young person placed.
- To provide training courses according to a yearly training plan which is based on foster carers' needs so that they are trained in the skills required to provide high quality care and meet the needs of each child/young person placed in their care.
- The central importance of the child/young person's relationship with their foster carer is acknowledged and foster carers are recognised as core members of the team working with the child.
- To maintain competitive and annually reviewed fostering fees and allowance structure, based on nationally recommended rates, ensuring all payments are paid on time.
- Ensuring all staff are up to date and knowledgeable regarding legislation, safeguarding and current good practice regarding fostering.

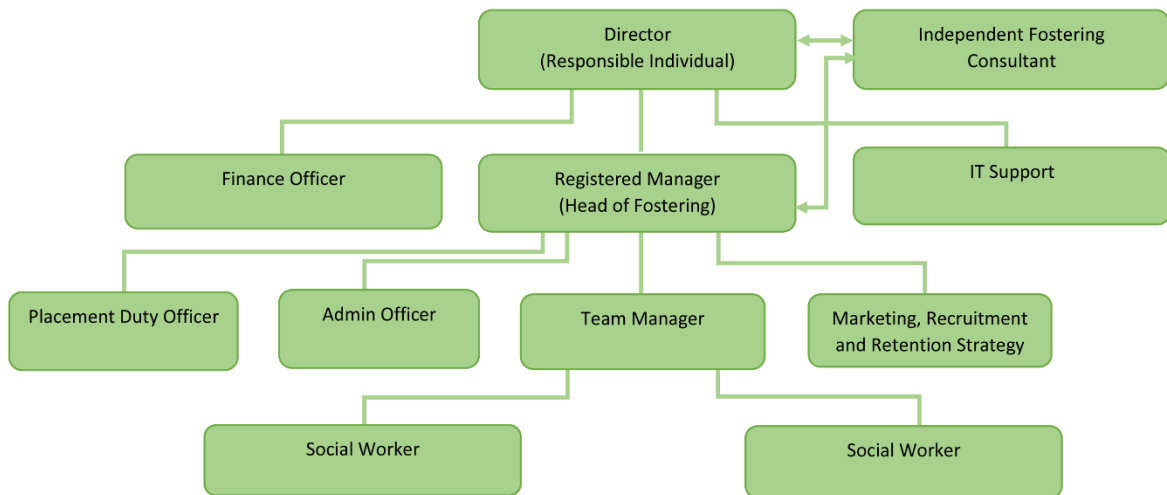
- To ensure that staff employed by the Limited have the necessary skills, knowledge and experience to carry out their duties. Each member of staff has a personal development plan, which supports opportunities for training, and developing their skills and staff are regularly supervised and their work monitored.
- To provide an inclusive partnership approach which embraces children and young people, their families, foster carers and local authorities.
- To provide effective and supportive leadership within the organisation
- Building strong relationships with the Local Authorities by offering high-quality foster placements.

### **Management Structure**

Daffodils Fostering Limited is managed and led by the Director. Strategic Direction is overseen by the Director with the support of the Registered Manager. As the business develops, we will create the post of a Director of Operations to be part of the strategic management team.

The roles and responsibilities of key individuals are as follows:

- The Director oversees the Company and how it is run and determines what direction it is going in. The Director is also the Responsible Individual and the Agency Decision Maker.
- The Director of Operations when appointed will be responsible for the day-to-day operations and development of the company, overseeing: HR, data protection, contract management, placements, H&S, staff recruitment and development. Until a Director of Operations is appointed, these responsibilities will remain with the Director.
- The Registered Manager is responsible for managing social work services, support services and foster carer development. She ensures that the company adheres to regulatory and statutory requirements.
- The company also has a Finance Manager who is responsible for managing the financial aspects of the company, including Foster Carer Allowances. The management team meets on a regular basis to review the business needs of the company.



## **Fostering Placements**

Daffodils Fostering Limited offers the following range of placements for children and young people of all ages:

### **Emergency placement**

This is to assist children who are in crisis where they need to be looked after immediately to prevent any further distress to them for various reasons which will be discussed with foster carers. The Limited will be proactive in liaising with local authority to ensure there is no drift that occurs in placement.

### **Short term placement**

The provision of short term care that could be for a few days, weeks, months or years in some cases; whilst the Local authority explores the best possible plan for the child's future. The term 'Short term' is all encompassing and includes: 'bridging placements', 'preparation for Independence', 'reunification', 'adoption preparation' etc.

### **Respite placements**

Respite fostering is when you provide care for a child or young person over a short period of time, usually somewhere in between a weekend to a fortnight. Respite care gives our foster carers a network of support when they most need it.

## **Long Term**

It is often referred to 'forever families'. Long term placements offer permanence to children who cannot return home to their families.

## **Asylum seekers and refugees**

Daffodils Fostering Limited will recruit foster carers from diverse backgrounds who are able to support and care for children and young people from outside the UK. At the present scenario of the refugee crisis, the availability of foster carers who are able to advocate, and access service for and promoting the identity of the unaccompanied asylum seekers is crucial. We will try to place children and young people with families where some of the culture or language may be known about the young person to be placed. However, this is not always possible, and we will therefore strive to recruit foster carers who are resourceful and will be able to facilitate the young person to maintain their culture.

## **Parent & Child Placements**

Placements will be made available for a parent, and their child, where foster carers can provide support and advice to a parent in developing their parenting skills. Additional training will be provided for foster carers wishing to provide parent and child placements due to the specific nature of their role in working in partnership with other professionals.

## **Sibling groups**

A sibling group of two or more children can be placed with a foster carer who has the capacity and experience to meet their needs. Fostering sibling groups can sometimes be challenging and demanding, but it is also extremely rewarding. We will be looking for more foster carers who want to give brothers and sisters a stable family home, particularly those who can care for the larger sibling groups. It is a requirement that only same sex siblings can share bedrooms.

## **Solo placement**

Solo placements will be provided where, because of the child's considerable needs, the carer is required to offer constant supervision and support which would preclude the placement of another foster child. The status of a solo placement is routinely reviewed. The foster carers will be provided with the additional support, if needed, by working in partnership with the placing authority.

## **Remand placement**

Remand fostering offers a safe family accommodation for alleged young offenders from the age of 10 to 17, while they are awaiting trial or sentencing. Custody can be damaging for vulnerable young people, perpetuating a cycle of imprisonment and re-



offending. We believe that remand foster care offers young people the support needed to rethink their actions and to alter their behaviour.

Foster carers are sometimes nervous about taking on remand foster placements as they fear that the children and young people are much more complex. We will assist the foster carers with the skills and knowledge that they need for this type of foster care. Often, foster carers already experienced in working with teenagers can easily make this transition.

### **Staying Put arrangements**

A Staying put arrangement is where a Former Relevant child, after ceasing to be looked after, remains in the foster home where they were placed immediately before they ceased to be Looked after, by the age of 18. It is to ensure that the young people can remain with their foster carers until they are prepared for adulthood. Daffodils Fostering Limited will explore with its foster carer considering this arrangement the type of training and support they think they will require, particularly in helping the young person develop their independent life skills.

### **Recruitment and assessment of Foster Carers**

The recruitment strategy is based on an understanding of the needs of children requiring family placements and requests made by local authorities. Our aim is to recruit a sufficient number of high-quality foster care households, available to meet the needs of children/young people who cannot live with their own families.

All enquirers are screened and visited during the initial stages, and their suitability and motivation to foster is assessed prior to invitation to apply. The approval process consists of certain procedures as explained below:

#### **Initial enquiry**

Following an enquiry or response to an advertisement from a potential foster carer, the agency will make a telephone contact where an initial enquiry form with basic details of the applicants and answers any queries about fostering or the organisation will be completed. If the applicants meet the initial set of criteria, an information pack will be sent out which contains a brochure detailing information about the agency, its services, the assessment process, and allowances.

#### **Initial visit**

Should the decision be made to proceed, a visit to the applicants at their home will be arranged. Following this visit, if the applicants wish to proceed and the agency considers that they are able to meet the placement needs of the agency, then a recommendation will be made to proceed to the next stage and an application form will be provided for completion. An initial visit report is completed.

## Application to Foster

An application form containing information about themselves and their family needs to be completed by the prospective foster carer/s and giving consent to Daffodils Fostering Limited undertaking further checks and enquiries to determine their suitability to foster.

## Form F Assessment

Complying with The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, which amended the Fostering Services (England) Regulations 2011, Daffodils fostering Limited carries out the assessment of the prospective applicants in two stages.

If the agency and the applicants are in agreement to proceed with the assessment process, Stage 1 is undertaken, during which basic information is gathered and shared, and statutory checks and references are carried out. This includes the following reference and checks:

- Enhanced DBS checks on all members of the household over 18 years.
- Identity Checks and verification of Personal History
- 3 Referees who will provide written references and will also be interviewed, one of the referees must be a relative
- Previous partner references (if applicable)
- Medical Assessment
- Enquiries to Children's Social Care and their Child protection registers
- Health and Safety Assessment
- Employment References
- if the applicant/s has been an approved foster carer for another fostering service in the preceding twelve months, a written reference from that fostering service is requested

During the Stage 1 assessment, applicants are invited to attend the “**Skills to Foster**” training course to enhance their understanding regarding the tasks of fostering.

The decision about whether an applicant has successfully completed Stage 1 must be made within 10 working days of all the information required in that stage being received.

If during Stage 1 it is decided that an applicant is not suitable to foster, the applicant has no right to a review of this decision by the Independent Review Mechanism (IRM) nor to make representations to Daffodils Fostering Limited.

However, if in Stage 2 a decision is made that the applicant is not suitable to foster then a brief report must be completed, the applicant advised, and their comments sought within 10 working days.

After the 10 days, or following receipt of the applicants' comments, whichever is sooner, Daffodils Fostering Limited must send the report, any comments from the applicant and any other relevant information to the Fostering Panel.

The applicant may, within 28 days, seek a review of this determination by the IRM or make representations to Daffodils Fostering Limited.

**Stage 2** involves the in-depth assessment of the applicant's relevant skills and knowledge to establish whether they are capable of providing a high level of care to meet the needs of looked after children. The two stages can be run concurrently if the potential applicants are in agreement which avoids delay.

The whole process from initial application to a Agency's decision whether to approve should be concluded within 6 - 8 months.

A qualified Social Worker carries out a Competency-based Assessment using the Coram BAAF F1 Form. This means that applicants are asked to demonstrate their competence to become approved Foster Carers. The assessing social worker and the applicant will work together to gather evidence of skills and knowledge of the fostering task, looking at the applicants' own life experience, childhood history, relationships and how they brought up their own children (if they have any). The assessing social worker will also gain additional evidence from his/her observations when applicants attend the 'Skills to Foster' course.

### **Completed Assessments and approval of the foster carers**

- When all the information has been collated and the assessment has been completed the assessing social worker together with the applicant(s) will make a decision as to the age range, gender, placement type, and number of children that would best meet their household, their skills and abilities.
- On completion of the assessment the applicants and their assessing social worker will be invited to attend the Fostering Panel. All information gathered except references are shared with the applicants. If all parties are happy with the report, it should be signed by the applicant/s, the assessor and the Registered Manager, before being submitted to the Panel.
- Daffodils Fostering Panel will determine the suitability of applicants and the circumstance of their approval as foster carers and make a recommendation to the Agency's Decision Maker.
- The recommendation then goes to the Agency Decision Maker (ADM) who makes a final decision within seven working days of receipt of Panel's recommendations via the minutes. The ADM should also record the reasons for their recommendation. Once the decision is made the prospective Foster Carer should be informed orally within two working days and confirmation sent in writing to them within 5 working days.

- If foster carers are unhappy with the final decision, any appeals can be made within 28 days and may either make further representation to the fostering panel or have their assessment considered by the Independent Review Mechanism who in turn will make a recommendation back to the agency.

### **Foster Carer Agreements and Undertaking**

A Foster Carer Agreement is completed following approval, covering a range of contractual information and undertakings, including:

- To care appropriately for children and young people in placement.
- To inform Daffodils Fostering Limited of any significant changes to their household or details.
- To follow the policies and procedures laid down by the agency.

### **Review of Foster Carers**

Daffodils Fostering Limited has a comprehensive policy on reviewing foster carers, as per the Fostering Regulations 2011, Regulation 28, in which it is the organisation's responsibility to carry out a review of all foster carers approved by the agency and must take place not more than a year after approval and thereafter whenever the fostering agency considers it necessary, but at intervals of not more than a year. Any Foster Carer Review which concludes that Foster Carers are no longer suitable to be caring for looked after children/young people must be presented to the Fostering Panel.

The review process includes:

- Consideration of all matters required by regulation and standards
- Report written by supervising social worker
- Feedback from the foster carers
- Feedback from social workers for any children who have been in placement
- Feedback from young people in placement about the care they receive
- Completion of an annual Health and Safety Checklist, and other statutory checks such as DBS, medical and Local authority checks
- Consideration of training needs
- Personal Development Plan
- Consideration of the continuing appropriateness of the foster carer's terms and remit of approval

The foster carer's review is usually carried out at the foster carer's home and the review is attended by the Supervising Social Worker, Reviewing Officer, usually the manager of the supervising social worker and Foster Carers. In the case of a carer's first annual review or when there have been significant changes or events which have impacted on the foster carer or child, then the Fostering Panel will consider the foster carer's review and make recommendations accordingly. Daffodils Fostering Limited

will ensure that Reviews year 1,4,7,11 etc are also presented are also presented to the Foster Panel for compliance and quality purpose. Foster carers will be notified of the outcome of any review or Panel in writing.

### **Training Provided for Foster Carers**

We recognise the importance of supporting and developing our foster carers. Often rewarding, fostering can also be challenging and requires opportunities for reflection and learning. We believe that Foster Carers must be enabled to access learning and development opportunities throughout their fostering career.

The landscape of childcare is changing all the time and new thinking, research and practice developments are constantly becoming available. Our agency is committed to reflect this in our training programme and ensure it becomes fluid and dynamic to capture these opportunities. This will ensure foster carers have the skills and knowledge they need and allow them to develop their practice in order that they can help transform the lives of the children they foster.

#### Pre-approval training

Skills to Foster Training is mandatory for all prospective carers and covers the responsibilities of being a Foster Carer.

#### Post Approval Training and Professional Development

All newly approved carers are required to complete the **Training Support and Development Standards (TSDs)** for Foster Care within a year of approval. The Limited uses the materials provided by the TSD to evidence completion of the standards.

Post approval all newly approved foster carers receive **an induction** which includes the information on the agency's policies and procedures, Training and Development, Finance, and support and supervision.

All foster carers are required to attend all the mandatory training courses within twelve months of approval. All approved foster carers will have a training plan that is reviewed annually and are required to maintain a training and development portfolio which demonstrates how they are meeting the skills required by the agency.

The following courses are incorporated in the agency's training programmes:

#### **Core/mandatory courses;**

- Emergency first aid
- Safeguarding and legal framework

- Safer care including allegations
- Practical means of managing challenging behaviour (de-escalation techniques)
- Valuing Diversity and promoting equality

**Other trainings are:**

- Secure base model training (including attachment)
- Working with unaccompanied asylum-seeking minors
- Internet safety
- Health and Safety
- Parent and child placement
- Remand Fostering
- Recording skills and IT
- Working with birth parents and families
- Working with your supervising social worker
- Health and Hygiene and Administering medication
- Promoting educational needs
- Working with children who have been abused
- Identity and self-esteem, developing the emotional, social and creative skills of children and young people
- Promoting independence and Transition-Staying put arrangements
- Extremism and Radicalisation

**Fostering Panel**

The Panel is constituted to meet the requirements of the Fostering Service Regulations. The Panel consists of a central list of members with a diverse range of personal and professional backgrounds such as Education, Health and Social care. Members also include Foster Carer, employee of the agency and those who have had previous experience of being Looked After.

New panel members are provided with an induction and annual appraisals are undertaken with all panel members. Regular training is also provided. All Panel members are made members of the Fostering Network and so keep up to date with developments in the world of fostering.

The Panel collectively provides a key quality assurance function in relation to the services provided by the agency. The Panel also challenges the practice of the agency and provides an objective recommendation to the agency on the matters that brought to it. It is child-focussed and aims to ensure that any new foster carers that the agency recruit will care well for children and keep them safe.

The Fostering Panel has important functions:

- To recommend to the Limited whether applicants are suitable to be approved as foster carers.
- To recommend any changes to a foster carer's approval.
- To discuss any serious concerns about a foster carer's practice.
- To recommend termination of a foster carer's approval.

Panel recommendations are passed to the Agency Decision Maker (ADM) who should make a decision within seven working days of receipt of the Panel's recommendation via the minutes. The ADM should also record the reasons for their recommendation. Once the decision is made, the prospective Foster Carer should be informed verbally within two working days and confirmation sent in writing to them within 5 working days.

The Fostering Panel strongly encourages all prospective and approved foster carers to attend when their cases are being presented as, Panel believes, this symbolises the importance of partnership working. Minutes are taken of all Panel meetings.

## **Support and Supervision of Foster Carers**

Daffodils Fostering Limited values the contribution that Foster Carers are making to the development and well-being of children and young people in placement. Identifying and arranging the necessary level of support required takes place when a Foster Carer and child/young person are "matched" at the placement planning stages. Support is then monitored and tailored accordingly, during the placement.

Types of support offered by Daffodils Fostering Limited include:

- **Support from a Qualified Social Worker** – Supervising social workers are allocated to foster carers once they have been approved by the fostering panel. The supervising Social Worker will visit the foster carer in their home regularly at a frequency agreed with the foster carer and in consultation with Daffodils fostering Registered Manager. This will be in the first week of placement, once every two weeks for the first two months of a first placement followed by monthly visits, with phone calls in between. Supervising social workers will also visit when needed or as requested by the foster carers and accompanies them to meetings. At least two unannounced visits will be carried out per year.
- **Foster carers support groups** – Daffodils fostering Limited aims to run support groups for foster carers on a regular basis. This will give the foster carers an opportunity to develop their support network, share their experiences, and learn from each other. Foster carers will be encouraged to take responsibility for becoming actively involved in the support groups.



- **Men's group:** Positive male role models are important within fostering. This group will be run by male team members and will provide a forum for specific discussion in relation to men foster carers.
- **Support group for sons and daughters of foster carers**  
Daffodils Fostering Limited will run a support group for sons and daughters of foster carers. This enables children to meet other children in a fostering family. The group provides a forum for children to discuss issues and concerns, provides support for children in their role within a fostering family and organise social activities and events.

**Family Fun days** – Daffodils Fostering Limited will organise fun activities both for foster children and foster families such as trip to sea side or theme parks

- **Out-of-Hours Service** – Fostering is a 24/7 commitment, and so this service is crucial to both new and experienced foster carers. The out-of-hours service operates outside of normal working hours (i.e. evenings, weekends, bank holidays etc). Foster carers can access a member of staff who is available 24/7 to seek advice and support in case of emergencies and crisis.
- **Duty System.** A duty system is operated on a daily basis during the office working hours to ensure that any foster carer can contact a social worker and/ or manager in the event of an emergency or if they need to speak to someone and are unable to contact their own supervising social worker.
- **Learning and development:** All Daffodil foster carers are provided with the trainings which includes skills to foster and post-approval trainings. According to the needs and the nature of the placement, the Agency will identify further trainings enabling foster carers to provide a quality care.
- **Fostering Network.** Annual membership will be funded by Daffodils fostering Limited for the foster carers and this offers advice including financial advice, insurance and legal assistance.
- **Foster Carer Handbook** – All foster carers receive a copy of the Foster Carers Handbook. The handbook contains information regarding the agency's policies and procedures and is updated regularly



- **Children’s guide to fostering**

The Fostering Service provides every child entering a foster home with a guide which sets out the service they can expect to receive, including how to make a complaint and how to contact OFSTED.

- **Newsletter** – Daffodils Fostering Limited aims to produce a quarterly newsletter which will consist of the upcoming events organised by the agency, articles of the staff and the foster carers, paintings or poems produced by the foster children.

- **Finance** – All Daffodils Foster Carers receive an allowance in accordance with the National Guidance on Foster Carers’ Allowance

### **Placement Matching**

Daffodils Fostering Limited believes that matching needs with care is the most important part of establishing stable placements. We will put significant effort into establishing the most accurate picture of potential placements so that we can find the match within our foster carers population. We look for connections and common ground from which foster carers and children placed can find trust and understanding that ultimately leads to child development and stability.

### **Placement process**

Referrals for placements are accepted from all Local Authorities by Daffodils Fostering Limited. When a referral is made the referring Local Authority are requested to provide an extensive range of information:

1. The purpose of the placement
2. Family and Placement history
3. The child’s identity/race/culture
4. The Care Plan
5. Time scales
6. The child’s wishes and feelings
7. Risk Assessments

In the case of an emergency placement where it is not possible for the referring Local Authority to provide all of the above information at the time of referral they will be asked to provide as much information as is available. If this placement goes ahead they will be expected to provide any outstanding information within 5 days. Daffodils fostering Limited knows it is particularly important for the agency and the foster carers to have all of the information about the child/young person and their family to ensure the safe care of the child and the household.

Stage one of matching includes:

- Carers with the correct approval status, age range, gender, short term, long term etc.
- Those within the location required
- School transportation
- Contact regularity and transportation

The second stage matching process should consider the child's needs and the proposed carer's ability to meet that need in relation to the following;

1. Identity/race/culture
2. History
3. Behaviour
4. Emotional
5. Health
6. Contact
7. Child's wishes and feelings

Consultation will take place with the proposed foster carers. If they are willing to proceed and consent has been received from the Social Worker/Local Authority of any other child/young person in placement, the agency will contact the placing authority. Form F's and other appropriate paperwork and information will be sent.

Followed by the placement, we hold joint meetings with the local authority and carers, in order to promote partnership working and shared understanding and expectations of every placement. We follow guidelines to ensure we attend timely Placement Planning meetings (in five days) organised by the placing authority, in which the child's care plan, and the child's needs are discussed in detail. Delegated Authority should be set out and medical consent from the placing authority or parent given to the foster carers.

### **Support and consultation with the young people**

We recognize the uniqueness and individual needs of every child we place and do our best to find the right family. We expect supervising social worker to see each child on a regular basis, to ascertain their views about their care. The wishes and feelings of children and young people are vital to the development of services. Consultation will be done through various forms either through, questionnaires, online surveys, consultation events, activities and feedback forms for carer's annual reviews and Looked after reviews.

We aim to celebrate children and young people's achievements and make sure their voices are heard in the recruitment of staff and approval of carers at panel. We plan

to provide a range of events and activities for children and young people to be involved with: cookery competitions, days outs, making arts and crafts.

Daffodils Fostering Limited will ensure that children and young people have financial security in the form of a personal savings account, where regular weekly amounts are saved centrally, which is then able to move with them to another placement or into independence.

Independence skills for young people are a priority, to ensure young people are prepared and have the skills to care for themselves. Every carer is expected to work with the young person using the pathway plan.

In cooperation with the Local Authority social worker, the foster carers also will be supported to prepare a life journey work for the children in their care. This is vital because the life journey work will help the children to integrate their past into the present and move into the future with a positive outlook.

### **Finance**

In accordance with the National Minimum standards, Daffodils' foster carers will receive a weekly fostering allowance, paid directly into the foster carers bank account on the last working day of the month. Savings for children in care will be deducted at source and saved in individual accounts administered by the Daffodils fostering Limited.

Detailed information and guidance on Rates and Allowances is provided to foster carers in the foster carers Handbook and a detailed annual statement will be provided to each foster carer. Foster carers are self-employed and must seek their own advice on liability for Income Tax and National Insurance. Local authorities should contact Daffodils Fostering for information pertaining to our charges for the different types of placements and support services offered

### **Complaints and Representation**

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

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

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

The following principles guide the Complaints Procedure:

- Complaints and representations are welcomed as an important part of improving our service and ensuring quality.
- There is a commitment to making changes to our services where a complaint or representation shows a need for change.
- We are committed to ensuring that our complaints system is accessible and available to everyone.
- Establishing what the complaint is, together with the desired outcome at an early stage, can lead to a better resolution for all involved.
- We are committed to responding to complaints speedily and, wherever possible, to achieving an outcome which is agreeable to the complainant.
- We aim to achieve the easiest, least stressful way to involve the complainant in the complaints process.
- We are committed to assisting and supporting children and young people to make a complaint or representation to the organisation and ensuring that they have a clear understanding that they will not be subject to any reprisals for doing so.

## **Representations**

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

## **Who Can Make a Complaint or Representation?**

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

Daffodils fostering Limited's complaint procedure has been framed into three stages as explained below:

### **Stage 1**

The Registered Manager (Complaints officer) will discuss with the complainant their concerns and attempt to address the complaint as quickly as possible and find a way forward through explanation, discussion and negotiation. We will encourage our foster carers to speak to their allocated supervising social worker or their line manager about any concern they have and come to a resolution. If the complainant is a child or young person, their need to have independent support or advocacy will be discussed by the foster carer and their support worker, and the child will be informed of their entitlement to representation by an advocate.

Most Stage 1 complaints should ideally be concluded within ten working days; however, this may not always be possible and therefore the aim will be for a conclusion to be reached within a maximum of 20 working days.

If the matter is resolved, the Registered Manager or the designated member of staff will write to the complainant confirming the agreed resolution alongside informing them of their right to pursue the matter to the stage 2 if they are not happy with the outcome of stage 1.

### **Stage 2**

The complainant can formally write to the Registered manager, who is the complaints officer.

The Registered Manager will respond to the complainant within **5 working days** to establish to specific details of the complaint and to inform the complainant how the matter will be investigated.

Consideration of complaints at Stage 2 is normally achieved through an investigation conducted by the Registered Manager. The investigation should be completed, and the response sent to the complainant ideally within 28 days. In exceptional circumstances, this period may be extended to 56 days.

Where a response in 28 days is not feasible the organisation will inform the complainant as soon as possible in writing of:

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

The outcome of the investigation will be communicated in writing to the complainant including the complainant's right to refer the matter to Stage 3.

### **Stage 3 – Independent Investigation**

When the complainant remains dissatisfied with the response at stage 2, the complainant may request for the matter to be investigated independently. The request must be received **within 14 days** of receiving the outcome in writing of the stage 2 investigation. The request will be acknowledged in writing within five days of its receipt including details of proposed action.

An Independent person, who has an extensive social work experience, will be appointed to investigate the complaint. The independent person will have authorised access to the Agency's policies and procedures and the relevant foster carers and children's files. The Independent Person will prepare a report with details of findings on the complaint, conclusions reached, and recommendations of actions required. The report should be prepared within 45 days of acknowledging the complaint, and in exceptional circumstances, this period may be extended in agreement with the complainant. The report will be submitted to the Fostering Panel for their information.

The Registered Manager will write within 5 days of receipt of the investigation report to the complainant informing them of proposals to resolve the complaint.

In the event that the complaint cannot be resolved through the above processes, to the satisfaction of all, the complaint may refer the matter to Ofsted.

#### **Ofsted**

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD  
Tel: 0300 123 1231  
Fax 0300 123 3159  
Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
[www.ofsted.gov.uk](http://www.ofsted.gov.uk).

#### **Quality assurance**

Daffodils fostering Limited will have a quality assurance and continuous improvement framework in place, which involves ongoing review of policies and procedures and the suite of documents used to put our services into operation. Performance and objectives across the agency are, recorded, monitored and evaluated through the collection of relevant data. This activity will result in a robust and clear evaluation of day to day operational matters, best practice, consistency and equity and support the achievement of positive outcomes.

The promotion of continuous improvement throughout all aspects of the service increases quality awareness within our staff group, foster carers and with the children placed with Daffodils Fostering Limited, who are supported to achieve positive outcomes. Daffodils Fostering is committed to implementing a quality management ensuring the agency strives constantly to exceed the National Minimum Standards and Regulations across all areas of activity.

**Daffodils Fostering Limited**

**Office 221, Devonshire Business Centre,**

**582 Honey pot Lane**

**Stanmore**

**HA7 1JS**

**Phone:020 8732 5417**