



STATEMENT OF PURPOSE ***DATGANIAD PWRPAS***

A real New Focus on fostering, small enough to care but big enough to excel
Trauma informed placements offering therapeutic solutions

Ffocws gwirioneddol newydd ar faethu – yn ddigon bach i ofalu, ond yn ddigon mawr i ragori
Lleoliadau ar sail trawma, sy'n cynnig atebion therapiwtig



CONTENT

INTRODUCTION

STATEMENT OF PURPOSE (incorporating mission statement)

FOSTER CARE SERVICES

ORGANISATIONAL STRUCTURE

INTRODUCTION

NEWFOCAS is a leading Independent Therapeutic Fostering Provider. **NEWFOCAS** (North East Wales Foster Care Services) works in partnership with local authorities in the United Kingdom (predominantly but not exclusively Wales and England) in order to provide high quality, trauma informed, attachment focused therapeutic placements for children and young people between 0-18 years of age.



Our many years of experience and the development of a trauma-informed and attachment focused knowledge base allows us to work with some of the most challenging and complex children. These children may not otherwise have the opportunity to enjoy family life, but they desperately need a safe, secure and stable place to live, and a therapeutic family environment.

NEWFOCAS aims to continue being small enough to care for all our staff team members, carers and those placed with us. We also aim to be large enough, and thoughtful enough to excel in all we do. We are committed to offering the best possible outcomes for children and young people. These outcomes encompass Welsh Assembly Government Seven Core Aims for Children and Young People.

- A flying start in life
- A Comprehensive Range of Education, Training and Learning Opportunities
- The Best Possible Health, Free from Abuse, Victimisation and Exploitation
- Play, Leisure, Sporting and Cultural Activities
- Treated with Respect and have their Race and Cultural Identity Recognised
- A Safe Home and Community
- Children and Young People not Disadvantaged by Poverty

NEWFOCAS also cover the Every Child Matters outcomes, for children placed from English Authorities.

Unlike larger fostering agencies we are small enough to know all our carers and their placements on an individual basis, and our carers are never left to deal with a crisis situation alone or unsupported.

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

- Social Services and Wellbeing Act (Wales) 2014.
- The Fostering Panels (Establishment and Functions) (Wales) Regulations 2018
- The Regulated Fostering Services (Service Providers and Responsible Individuals) (Wales) Regulations 2019.
- The Regulated Services (Registration) (Wales) Regulations 2017

In agreement with those requirements, this Statement of Purpose, produced in accordance with Fostering Regulations and annually reviewed.

The Statement of Purpose is reviewed at least annually and an up to date copy will be provided to any person on request, unless it is not appropriate to do so or would be inconsistent with the well-being of a child

You can access information via the following ways:

- Request: - by telephone 01244 550300
- Request: - by writing to:

NEWFOCAS

13-17 Brunswick Court / Llys Brunswick,
Brunswick Road / Ffordd Brunswick,
Buckley / Bwcle,
Flintshire / Sir y Fflint,
CH7 2ED.

- Request: - by E-Mailing info@newfocas.co.uk
- Online: - please visit our website www.newfocas.co.uk



STATEMENT OF PURPOSE

- Mission Statement and Key Aims and Service Objectives
- Organisational Details
- History and Ethos
- Range of Therapeutic Placements
- Planning
- Meeting Placement Needs
- Good Value Services
- Quality Promise

Mission Statement

NEWFOCAS, a real new focus on fostering, is small enough to care, yet large enough to excel and continuously gain knowledge to ensure each trauma informed foster placement offers therapeutic solutions thus achieving the best possible outcomes for the child.

Describing 'why' and 'how'

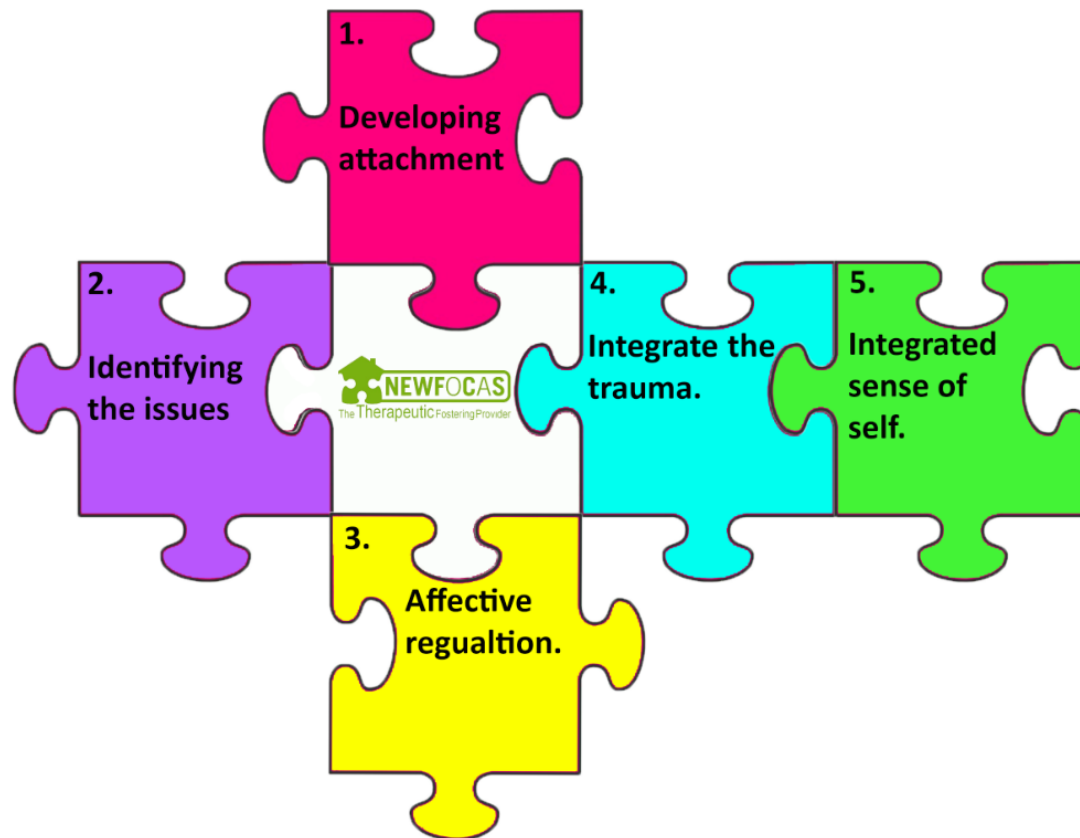
Along with long term stability for children in the care system, **NEWFOCAS** has a track record of success with children achieving beyond expectations. Our goal is to help children achieve their full potential within a stable, long term, family environment. Where relevant, we also have the experience and expertise to provide parent and child assessments.

We provide quality longer term placements based on a clear model of recovery and a dedicated team around the child, provides 24/7 support from a network of practitioners working cohesively to support a child or young person. Dedicated respite and sessional care completed the team. Every foster carer is allocated a Supervising Social Worker who supports and guides every aspect of their fostering journey, with a strong focus on continuing development and learning. Each child placed is allocated a Therapeutic Social Worker whose aim is to support planned interventions and work collaboratively with children and foster carers. This facilitates changes in behaviour and strengthens resilience and protective factors for child, carer & other team members.

Established in 2000, to ongoing ethical principles, **NEWFOCAS** is a small, family-like organisation where relationships matter and where the support is proactive and individualised. We understand how trauma, particularly in early childhood, can have a severe impact on a child throughout their life. Although technically a profit-making organisation, we provide value for money and an ethos where surpluses are either taken, modest dividends, or reinvested back into service delivery, financially robust services, supporting better outcomes, and ongoing professional development and research. Directors form part of the working team and all are passionate about positive outcomes for children.

Based in North East Wales, with approved carers across N Wales and the North West of England, **NEWFOCAS** offers specialist trauma informed placements to children from throughout the UK, using an evidentially researched, 5 stage Neurosequentially Informed Recovery Model. acknowledging the labour-intensive complexity of our task,

THE 5 STAGE NEUROSEQUENTIALLY INFORMED RECOVERY PROGRAMME



1. Allows the child time to develop at attachment with the foster carer(s) and to settle into a safe, structured, bounded, predictable, routine.
2. Is the child settled, forming attachment, displaying positive behaviour? Are there any areas of concern? Complete strengths and difficulties questionnaire.
3. Help children learn emotional regulation and to process non traumatic memories. Give the child regular opportunities to experience positive, non-threatening sensory opportunities.
4. Once attachment formed, the carer can help the child contain and manage the upsetting emotions that arise from trauma.
5. Life narrative work helps the child form a story that does not carry a personal overwhelming sense of guilt and allows them to be able to tell their story.

Service Objectives

NEWFOCAS is an organisation that provides a unique approach for traumatised children who have suffered abuse and multiple placements. These children's lives are impacted by Trauma. They can be in a secure unit, or on the edge of residential care, or have recently experienced frequent moves. These children can often be thought of as "unfosterable", but we know that they could still benefit from a safe and stable family environment that could meet their needs. This is done by understanding trauma, its impact on the child and those who care for them, and by providing training and support to carers in this area, and in understanding emotional regulation.

NEWFOCAS is a small specialist agency with a clear focus on trauma and its impact on children, and the people around them. Our aim is to provide real placement choice within a family setting whose behaviour may indicate placement in an alternative setting.

NEWFOCAS carers have been approved for their skill in understanding trauma, its effect on the child and themselves and the resultant behaviour. Our carers have the skills and abilities to meet this challenge. They are enabled to do this by the support networks around them which assist them to achieve amazing results with children and young people for whom there was seen to be little hope.

NEWFOCAS' primary purpose is to provide specialist, trauma-informed, attachment- focused, therapeutic placements for children aged 0-18. We are also able to offer parent and child assessment placements. We are committed to providing high quality, family-based placements for as long as is necessary for the child and young person. By using our understanding of trauma, and our child-centred approach, we are able to work successfully with children who display challenging behaviour and have complex needs.

Our placements are based around the child's therapeutic needs and informed by our understanding of trauma and can be short, medium or long term. Our key aim therefore is to offer children, young people and parents whose baby is deemed to be at risk, the chance to live as part of a family with trained and skilled foster carers who provide specialist trauma-informed placements.



ORGANISATIONALLY THE KEY AIM OF NEWFOCAS IS:

- To be the foremost trauma-informed, attachment focused provider in the area.
- To support and care for our carers, so that they can reciprocate and care in an informed way, for the child placed.
- To enhance the lives of the children placed by giving them help, understanding, guidance and education.
- To enable children and young people placed with us to have planned and supported contact appropriate to the long term aims of the placement.
- To provide an appropriate and carefully matched trauma-informed, attachment-focused therapeutic placement

ORGANISATIONAL DETAILS

Name of the Organisation – Our official company name and the name we are registered with Care Inspectorate Wales is N.E.W.Fo.Ca.S. but we more commonly write it **NEWFOCAS** and the name is an acronym of North East Wales Foster Care Services.

Address – 13-17 Brunswick Court / Llys Brunswick, Brunswick Road / Ffordd Brunswick, Buckley / Bwcle, Flintshire / Sir y Fflint, CH7 2ED. Tel / Rhif ffôn: 01244 550300

Responsible Individual – Kevin Denton.

Other Regulated Services – **NEWFOCAS** does not operate any other regulated services in the UK.

Facilities – **NEWFOCAS** operates from the address above. The offices are conveniently located on the first floor of a building on the main shopping street in Buckley. Access is via a side entrance to an internal stairwell which incorporates a stair lift. The facilities include a large open plan office, 3 small offices, a photocopying room, a filing room, a large meeting room, a comfy room, a kitchen, male, female and disabled toilets. The offices have all the usual services including high speed broadband and are equipped with a modern IT system which is managed and backed up by an external IT Specialist.

Geographical Nature of Organisation – Whilst our name is derived from North East Wales, we do not restrict ourselves to the North East of Wales. The majority of our Carers are based in North Wales in a band spreading from Holyhead to Deeside as well as some carers across the border in Chester and on the Wirral. Due to the Trauma that has been encountered by the young people that are referred to us it is quite common for a placement to be sought away from their home area so our placements can come from anywhere across the UK.

Cultural, Linguistic & Religious Considerations – **NEWFOCAS** places a high importance on good matching and only make a placement where we believe the child, carers and the placement are all a good match. Cultural, linguistic & religious considerations are all important parts of the matching process. Once a placement has been made the Therapeutic Action Plan (see below) and reviews thereof ensure that these considerations are addressed.

Language & Communication Considerations – As per the Cultural, Linguistic & Religious Considerations section above good matching and the Therapeutic Action Plans ensure that these considerations are addressed.

Staff Training – All staff have regular Supervision with their line manager as well as an annual Staff Development Review and Training Needs Analysis which identifies any training needs. All staff receive an induction when they commence their duties. Training in Safeguarding, First Aid at Work and GDPR is considered mandatory and is updated every 3 years. Some staff receive regular Fire Warden training as required by Health & Safety regulations. Social Work Staff are required as part of their ongoing registration to undertake a level of training and they are supported to do so by them attending the training we arrange for Foster Carers as well as other training identified via their Staff Development Review. We maintain a central record of training undertaken is so we can monitor our provision and note any possible shortfalls. **NEWFOCAS** has access to a comprehensive range of online training courses covering a wide range of topics. Where an alternative training need is identified **NEWFOCAS** is proactive at sourcing a solution and getting people booked onto the course.

Welsh Active Offer – **NEWFOCAS** is conscious that it is a Welsh fostering Agency, staffed predominantly by Welsh staff, with mainly Welsh Foster Carers. Whilst a small number of our staff have some Welsh language skills these skills are at a very basic level. We have a couple of sets of Carers who have some Welsh skills. We provide a service to both English and Welsh Local Authorities for English and Welsh children and at the time of writing only 37.5% of our placements are from Welsh Local Authorities. We are currently unable to offer a service in Welsh to Foster Children, placing Local Authorities or Foster Carers. However, we are committed to working towards the Welsh Active Offer. As such we have a Welsh Policy, we have bilingual E-Mail signatures and Out of Office auto Replies. We have identified a translator who is happy and fluent enough to help us with some translations. All jobs descriptions include Welsh Language skills as desirable and we are trying to use more Welsh on paperwork, signs and documents e.g. the cover page of this document.

HISTORY AND ETHOS

Our ethos is based on mutual support and shared ownership of the care, welfare and well-being of all children, young people and parents placed with **NEWFOCAS** (North East Wales Foster Care Services)

Established in 2000 by Helen Taubman, **NEWFOCAS** is an Independent Foster Care Provider (IFP). Helen has vast experience of fostering, adoption, family support and youth justice services. Her social work career began in 1973 and Helen has since been a local authority respite carer and is a qualified social worker and probation officer.

With a passion for excellence and responsive foster care services, Helen is devoted to positive outcomes for children and young people; and parents whose baby is deemed to be at risk. As one of the only owner managers in the fostering industry Helen's passion for excellence is cascaded throughout **NEWFOCAS**.

Sessional and respite carers provide an important part of the overall therapeutic structure, along with a skilled and knowledgeable social work team and a host of specialists. We are also a fully registered agency under Care Inspectorate in Wales (CIW).

NEWFOCAS is unique. Our dedicated team is an 'extended family' which assists and supports carers in realistically meeting the needs of very demanding children; akin to a therapeutic community but providing the benefits of stable family life where children and young people can explore their emotions, safe in the knowledge that, whilst doing so, they will remain part of the 'family'.

Our approach as a trauma-informed agency is based around the concept of AURA:

- A** – Accept the child
- U** – Understand and unravel the behaviour
- R** – Rebuild new behaviour patterns
- A** – Achieve success with the child. ©



A RANGE OF THERAPEUTIC PLACEMENTS

NEWFOCAS offers a range of trauma-informed, attachment focused, therapeutic placements. The underlying philosophy of these placements is that they should last as long as they are therapeutically necessary to achieve the placement goals. This means that the placements in **NEWFOCAS** can be either short term, medium term or long term. In the main though **NEWFOCAS** offers the following type of placements:



1) Long Term Therapeutic Placements

These placements are Trauma-informed and Attachment focused and offer a sense of permanence for children and young people who have suffered significant abuse and harm and experienced multiple placements. Our carers work to establish a successful AURA in the placement, based around

- A-** Acceptance of the child
- U-** Understanding and Unravelling the child's behaviour
- R-** Rebuilding new behaviours
- A-** Achieving for the child ©

2) Short-Term Therapeutic Placements

NEWFOCAS offers placements of up to two years duration, on a pre-planned basis. These placements offer stability and a chance to plan appropriately to meet the long-term needs of the child. It is possible to re-evaluate and extend the placement in line with the long-term objectives set through the statutory review process.

3) Assessment Places

NEWFOCAS offers assessment places of up to 6 months duration which will include detailed progress reports on a weekly basis and, if required a final assessment report for the commissioning service.

4) Parent(s)/Child(ren) Assessment Placements

NEWFOCAS offers the placement of parent(s) and child(ren) together on an assessment and teaching basis. These placements are commissioned by local authorities with clear timescales and objectives and can be extended as appropriate. All placements offer weekly progress reports and daily diary entries, and a final report can be produced. Whilst in placement parents undertake a range of parenting courses based around attachment, the Incredible Years programme and helping babies' brains grow.

5) Transfer from residential

NEWFOCAS is able to offer the facility of taking young people from residential or secure placements as part of a re-integration package that is based around the assessed need of the child. These packages include carefully planned introductions and appropriate endings of the current placement.

PLANNING

We recognise that every child referred to **NEWFOCAS** will have suffered childhood trauma and subsequent brain response impairment, which could manifest itself in many areas of cognitive development. We recognize the crucial importance of childhood experience in shaping the health of the individual, and ultimately, society. By creating fully informed programs and policy, **NEWFOCAS** seeks to help maltreated and traumatized children.

Whilst every child within **NEWFOCAS** will have an individual Treatment and Recovery programme, there are some common guiding principles to inform that planning process.

Our experience of utilising this approach and the success rates from adopting this methodology, are backed by evidence of our success rates since adopting it in 2010 which built upon growing international research as well as having empirically developed our own therapeutic programmes since early 2000. This research and experience now helps us to translate such emerging findings about the human brain and child development into practical implications for the ways we nurture, protect, enrich, educate and heal children

Our understanding and ability to work in a trauma informed manner, plus each of our carers being trained and aware of the impact of trauma on a foster child's behaviour have enabled us to provide a skilled and structured recovery programme.

We aim at gaining full recognition as a Centre of Excellence for the Management of Childhood Trauma.

Phase 1: Gaining a sense of security

Phase 2: identifying the issues

Phase 3: Creating affect regulation and stimulating integration of memory

Phase 4: Helping the child to integrate the trauma

Phase 5: Creating an integrated sense of self ©

MEETING PLACEMENT NEEDS

NEWFOCAS is committed to the careful matching of placements, and we ensure that our carers have the correct skills to meet the placement needs and the tenacity and stickability to see placements through. **NEWFOCAS** develops individually tailored and responsive THERAPEUTIC ACTION PLANS (TAP) that outline the input required to improve overall emotional and behavioural well-being. The TAP will

- 1) Support socialisation skills and interactions with both peers and others
- 2) Build self confidence
- 3) Work on building secure attachments in an informed and appropriate manner
- 4) Incorporate outcomes developed from Every Child Matters
- 5) Be reviewed and updated on a regular basis

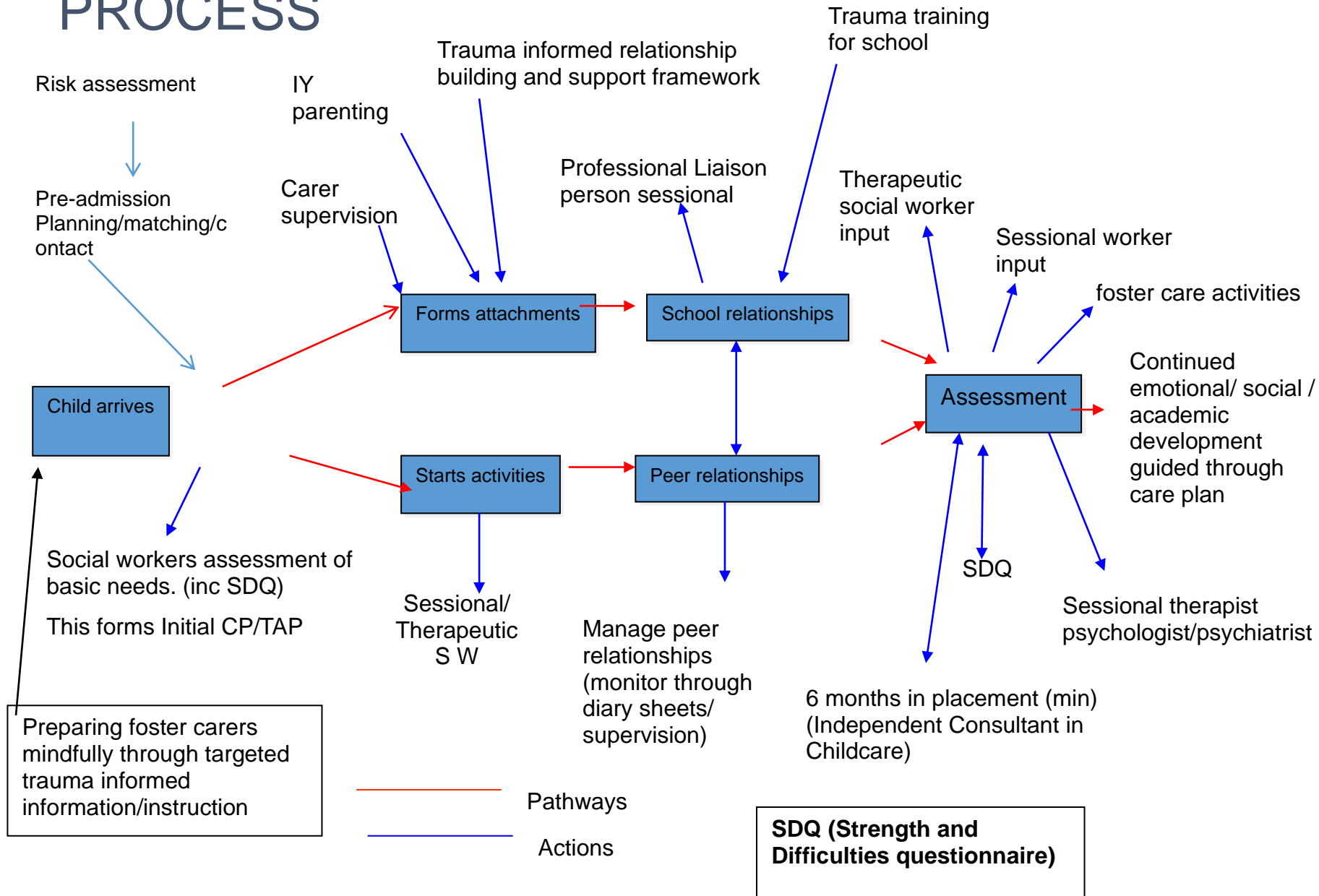
By offering our carers regular 'time out' and regular planned respite and by using the support of skilled, well trained and supervised sessional carers, we are able to offer a very flexible approach to meet the support needs of the placement. Based upon soundly researched and clear models of intervention we are able to offer placement excellence and clear understanding.

Caring for children with Trauma is hard work and emotionally demanding and our aim is to offer placements where within the first six months of placement children and young people can feel safe and secure and have their basic needs met. Our aim is to offer trauma-informed and attachment focused relationships as the way of helping the child/young person develop.

The TAP is tailored to the individual and takes into account the cultural, linguistic and religious needs of the young person as well as their language and communication needs.

Diagrammatically this is shown below:

PROCESS



GOOD VALUE SERVICES

All **NEWFOCAS** placements include the following as standard.



- Child's own bedroom
 - Individual placement plan reviewed and updated regularly
 - Trauma-informed practice
 - Individual counselling/therapeutic work in line with need and the practice model
 - Four hours per week respite for the carer using trained sessional carers
 - Regular planned respite
 - Involvement of family members in line with the care plan and placement need
 - Support to birth families as appropriate and in line with the care plan
 - Weekly diary sheets with therapeutic overview
 - Ongoing specialist carer support, 24 hours per day, 7 days per week
- Fortnightly in-house supervision
 - Regular training and support sessions for carers
 - Twice yearly external expert training
 - Child/young person's pocket money
 - Birthday and Christmas presents
 - Holiday and clothing allowance

- A child focused TAP, regularly reviewed and updated
- Reports for reviews and statutory meetings
- Involvement in educational outings
- A limited alternative to school programme as needed

ADDITIONAL SERVICES AVAILABLE BY NEGOTIATION

- Detailed assessments of the child to assist in the care planning process and court process
- Additional sessional carer support
- Additional alternative to education support for excluded or unplaced school children/young people
- Complimentary/supplementary education programme for children/young people who are underachieving
- Additional transport
- Replacement of items through deliberate damage
- Purchase of clothing to meet the initial level
- Frequent and regular contact supervision

QUALITY PROMISE

Our quality promise to you is to ensure that **NEWFOCAS** provides the placing authority and other relevant personnel with excellent information and communication, working in collaboration to ensure the best possible outcomes for each and every placement.

We will do this by:

- Undertaking individual risk assessments prior to placement
- Providing careful placement matching with reasons
- Providing individually tailored and focused therapeutic action plans (TAP), that work in conjunction with the care plan
- Providing a positive environment for children placed where they can receive help, guidance, and assistance
- Enabling children and young people placed to explore in safety their damaging life experiences which block their progress
- Providing positive socialisation experiences so as to enhance children's self esteem
- Enable carers to assist children and young people develop the necessary skills for independence
- Provide parents with an opportunity to develop their parenting skills
- Working closely with family members as indicated by the care plan
- Raising concerns through the appropriate channels
- Contributing as required to all statutory processes

Internally we will offer all staff regular support and supervision and the opportunity to take part in regular development days for the organisation. Also, staff will have annual Training Needs Analysis (TNA'S) and Staff Development Reviews (SDR'S). We also offer regular access to specialist consultants and ongoing training for staff. **NEWFOCAS** is CIW registered.



FOSTER CARE SERVICES

- Introduction
- Recruitment/Assessment Process
- Foster Carer Reviews
- Foster Carer Training
- Quality Assurance
- Complaints and Representations

INTRODUCTION

NEWFOCAS offers a trauma-informed and attachment focused innovative approach to fostering. Our carers have received extensive training and have both their own experience, and the experience of the team around them to assist them in the task. All work as a close-knit cohesive team and meet on a regular basis to receive support, share ideas and consider service development.

All **NEWFOCAS** carers receive the following:

- An independent Form F assessment presented to **NEWFOCAS** panel by an allocated qualified social worker
- Membership of a fostering support agency for all fostering household family members 18+ years old
- Subsistence at or above, Nationally agreed levels
- A regular professional payment when children are in placement
- An intensive ongoing training programme
- Supervision bi-weekly via visit, plus additional supervision on a needs-led basis via telephone / visit
- An extensive support programme
- Work with a therapeutic social worker to a therapeutic action plan
- Regular external speakers
- Access to a placement consultant who is an Independent Consultant in Childcare.
- Independent support if subject to allegations
- Professionally staffed out of hours service
- Provision of regular respite care
- Provision of sessional staff

In **NEWFOCAS** we require a variety of different carers to complete the team working with the child. All carer's work on a self-employed basis. All carers need to communicate well with children and young people and have a genuine liking and respect for them.

Our **FULL TIME CARERS** are those who have primary responsibility for the child.

Our **RESPITE CARERS** provide respite to the full-time carer to give the child an alternative family experience.

Our PERIPATETIC CARERS are able to parent the child in their own home if it is too disruptive for the child to go to their respite carer.

Our sessional carers undertake a variety of tasks linked to the TAP and work on an as and when basis.

RECRUITMENT AND ASSESSMENT



NEWFOCAS has a yearly plan of regular advertising for carers. It is from this that most expressions of interest come. On other occasions enquirers contact directly via phone or through the website. All enquiries are contacted within 48 hours and detailed information taken, after which a home visit is undertaken. Following this an agency decision about the appropriateness or otherwise of continuing with an application and the carers are informed of that decision.

The **NEWFOCAS** assessment process is comprehensive and all carers are assessed with a view to working in a trauma-informed, attachment focused way. All carers proceeding to assessment are required to complete an initial intensive preparatory training course. The course is held over 2/3 days and is based around Fostering Networks skills course with additional input on trauma and its effects. All carers are required to attend both days, and the follow up day and complete the relevant homework.

Following the completion of the Form F assessment including all references and ensuring that all matters and obligations required by The Regulated Fostering Services (Service Providers and Responsible Individuals) (Wales) Regulations 2019 and The Fostering Panels (Establishment and Functions) (Wales) Regulations 2018 are covered the report is presented to the

NEWFOCAS Fostering Panel. Applicants are required to attend this Panel and following presentation of the information and Panel discussion a recommendation is made.

As soon as the panel minutes are compiled, they are presented to the Agency Decision Maker along with the Panel's recommendation. The Agency Decision Maker will then make their decision and sign off the paperwork. Once approval has been granted the original minutes, review and approval details are then placed on the carers file along with their extract of the minutes, a copy of the letter of approval sent to carers, and all other relevant documentation. Following receipt of the carer's

acceptance of the qualifying determination, the newly approved carer will then have a comprehensive induction to their new role.

Carers who are not in agreement with the qualifying determination have the right to make representations through the Independent Review Mechanism for Wales.

FOSTER CARER REVIEWS



All foster carer approvals are reviewed in line with Regulations, six months after panel and every twelve months thereafter. A review can be held at any time and will always be held where there are significant changes to the fostering household, concerns about the quality of care, or following child protection concerns.

The review considers how fostering is working for everyone, and a carer's Individual Training Needs plan will be completed. The review process will highlight changes, monitor health and safety in the household and ensure all references, DBS checks and insurances are up to date.

The carer will be reviewed against the progress made against the individual training needs of the last review. The review will be carried out in the foster home and once forms are completed; they will be presented to Panel for recommendation. The process of

ratification is similar to that for approval and the carers can accept the qualifying determination or use the IRM(WALES) to challenge the decision.

Carers are not expected to attend all reviews, but there is an expectation of attending the first review and every third one thereafter. It is also an expectation that they attend a review following practice concerns or a child safeguarding issue.

Once approval has been further granted, the original minutes, review and approval details are then placed on the carers file along with their extract of the minutes, a letter of approval and approval documents and new foster care agreement.

FOSTER CARER TRAINING

NEWFOCAS carers all undertake appropriate in house and external training. Currently training in **NEWFOCAS** is on three levels viz;



LEVEL ONE

Initial Skills to Foster training and preparation which includes Safeguarding and First Aid

LEVEL TWO

Mandatory additional fostering training including

- First Aid
- Safeguarding
- Contact
- Report writing/confidentiality
- De-escalation/safe holding
- Safe care
- Allegations
- Trauma/emotional regulation

NEWFOCAS would expect carers to complete these mandatory courses every three years.

LEVEL THREE

External courses and workshops aimed at increasing individual and organisational understanding of trauma.

Alongside these training opportunities **NEWFOCAS** is committed to the occupational standards for foster care and to carers developing their skill levels. We also believe in the organisational value of fun days and outings that enable a strong team-working ethic to be established. It is our expectation that carers will use the free on-line courses available from The Child Trauma Academy (www.childtrauma.org)

QUALITY ASSURANCE

NEWFOCAS has a wide ranges of Quality Assurance tasks and processes some of which are covered elsewhere in this document. A couple of important ones that have not been addressed elsewhere include:

- RI Visits - Regulation 56 places requirements upon the Responsible Individual regarding visits to premises, staff, Foster Children and Foster Carers. Consulting with these groups of people (who have an interest in our service) has always been important to **NEWFOCAS** but it is important to be able to demonstrate how we comply with this aspect of the new regulations, so this is our plan:
 - Staff - Whilst the RI meets with many of the staff on a daily basis and whilst we have an open-door policy, having scheduled meetings for the purpose of consulting helps demonstrate that we meet the regulations. We hold a quarterly Office meeting which is open to all and is chaired by the RI. The Social Work Team Meeting takes place once a week and the RI will attend once per quarter for the purpose of consulting.
 - Carers – The Carers have a Carer Group Meeting each month and the RI will attend one of these each quarter to ensure he is seen and viewed as approachable. He will also meet with Carers when he is meeting with the Foster Children – see below.
 - Foster Children – Ensuring that the views of the children in placement are sought is a very worthy requirement. However, we are particularly conscious that imposing extra meetings upon the foster children could feel institutional and we are mindful that some young people are resistant to anything that reminds them that they are in care. We have concluded that rather than having extra meetings the RI will “tag along” to existing meetings. He will liaise with the Therapeutic Social Workers about which meetings/sessions are most appropriate to join depending on the individuals concerned and then, with the young person’s consent, join the session. There isn’t a requirement to see all the Foster Children each month/quarter/year so the RI will endeavour to do 3 or 4 such sessions per quarter so that over the year the he will meet with most of the Foster Children. Obviously if any Foster Child is particularly keen to see the RI then that can be arranged! – Just contact the office.
- Quality of Care Review – Regulation 63 places requirements on the Responsible Individual regarding monitoring, reviewing and improving the quality of the service and producing a Quality of Care Review report. **NEWFOCAS** has a range of systems in place to do this including:
 - Ongoing data gathering and monitoring

- Management Team Meetings
- Strategic Development Group
- Board of Directors meetings
- Social Work Team Meetings
- Office Meetings
- Carer Group Meetings
- Quality Questionnaires
- Team Development Days

The Responsible Individual will, at least twice a year and more often if he deems it necessary from his ongoing monitoring, produce a Quality of Care Review report which will be presented to the Board of Directors for their consideration.

COMPLAINTS AND REPRESENTATION

NEWFOCAS has a comprehensive Complaints & Representations Procedure which is available to staff, carers, foster children and any customer of the service on request.

The procedure meets the requirements of Regulation 42 of The Regulated Fostering Services (Service Providers and Responsible Individuals) (Wales) Regulations 2019. The procedure includes a description of who can make a complaint, what they can complain about, how the complaint will be investigated and how the findings will be shared. Records are kept of all complaints and their investigation. Every complaint is investigated fully, and the resulting Report will detail the findings of the investigating officer and will include any recommendations of actions or changes that he/she deems appropriate. **NEWFOCAS** is keen to learn from any complaint and use them to improve the service we provide.

NEWFOCAS also analyses complaints to look for any trends or patterns in case methods of improving the service can be identified and will provide a summary of complaints, responses and any subsequent action taken to the Welsh Ministers within 28 days of being requested to do so as per the Regulations.

Our Regulator Care Inspectorate Wales (CIW) always welcome feedback about services, but as Regulators CIW are not strictly the organisation people should make individual complaints about a service to. In cases where **NEWFOCAS** is unable to help you with your complaint we will attempt to signpost you to the most appropriate local authority complaints department.

Care Inspectorate Wales can be found:

Welsh Government office
Sarn Mynach
Llandudno Junction
LL31 9RZ

0300 7900 126
ciw@gov.wales
<https://careinspectorate.wales/>

COMPLAINT

TO: _____

WHOSE FAULT: MINE OURS
 YOURS OTHER:

DESIRED OUTCOME: APOLOGY LITIGATION RESTITUTION
 EXPLANATION PROMOTION CHANGE

COMPLAINANT: _____ ANONYMOUS

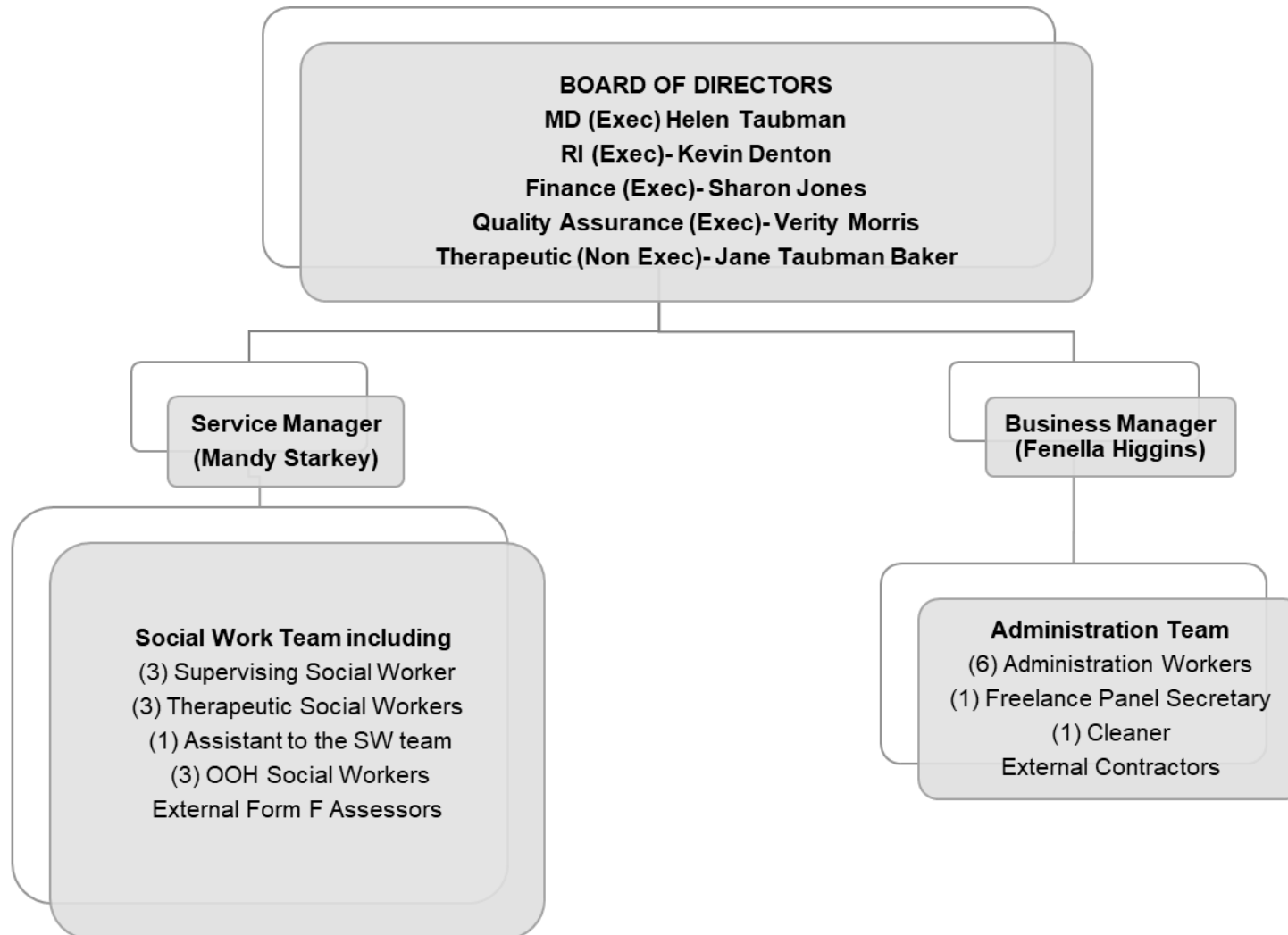
TIME: HOUR MINUTE SECOND
MONTH DAY YEAR



ORGANISATIONAL STRUCTURE

- Chart
- Board of Directors
- Social Work team
- Admin Team
- Equality and Diversity

ORGANISATIONAL CHART



Board of Directors

There are 5 **NEWFOCAS** company directors; 4 executive, 1 non-executive, 1 vacant position. Their roles are as follows;



- Managing Director/Chair of Board (single shareholder)
- Director for Personnel/ Vice chair (Responsible Individual)
- Director for Finance
- Director for Quality Assurance
- Director for Carers(non-executive) - (Vacant Position)
- Director for Children and Therapeutic Development(non-executive)

Managing Director/Chair of Board (single shareholder)

Whose role on the Board is to set agenda's, and to lead and drive the board forward developmentally. This Director has a Social Work degree as well as NVQ 4 Management and brings to the Board a wealth of experience in social care and multi disciplinary working, wide ranging knowledge of child care and fostering legislation, expertise in developing teams and inspiring individual motivation and in depth understanding of Local Authority Systems. She is the driving force for **NEWFOCAS** development and direction and is the person responsible for developing the marketing side of the business.

Director for Personnel/Vice Chair of Board (Responsible Individual)

Whose role on the Board is to ensure the provision of regular reports for Board meetings and to ensure company compliance to all legal and regulatory requirements. This Director is the Responsible Individual and Decision Maker and brings to the Board administrative management expertise, and generic experience of large Public Sector Health Organisations skills in the management of personnel, as well as sound financial planning.

Director for Finance

Whose role on the Board is to oversee all financial information provided through the company managers, interpret financial information for other Board Members; to ensure organisational long-term financial health through setting budgets, financial forecasting and systems, and financial risk management. This Director brings to the board a broad experience of Public and Private Sector accountancy, financial planning and has strong analytical skills. She is also Company Secretary, responsible for establishing and maintaining the companies registered office data and that **NEWFOCAS** complies with all of Company House requirements.

Director for Carers (Non-executive)

Whose role on the Board is to bring a sharp and objective overview on all matters relating to the carer's perspective in the fostering task. This Director brings to the Board her personal knowledge of the fostering task and an ability to empathize with the role, duties and responsibilities required of a **NEWFOCAS** carer

Director for Children & Therapeutic Development (Non-executive)

Whose role is to bring a sharp and objective overview upon the overall therapeutic development, drawing from her experience and expertise within educational settings, monitoring and reporting to the Board any deficits that need addressing from her critical overview of what **NEWFOCAS** is achieving for children placed. She objectively drives the Boards educational and therapeutic development and ensures that the direct service delivery is meeting Board aims and expectations for children placed.

Director for Quality Assurance

Whose role on the Board is to use her generic social work and business management experience to inspire and drive new company development and to oversee the healthy development and quality management of overall service delivery. She brings to the Board firsthand knowledge of the company ethos and ongoing business development. She is inspirational, ambitious for the company and balances the best interests of the children placed with ongoing business caution. She is an innovator and brings to the Board sound practical developmental perspective, from her past work experience, and from working with the company since its inception.



SOCIAL WORK TEAM

The Social Work Team in **NEWFOCAS** consists of the following personnel:

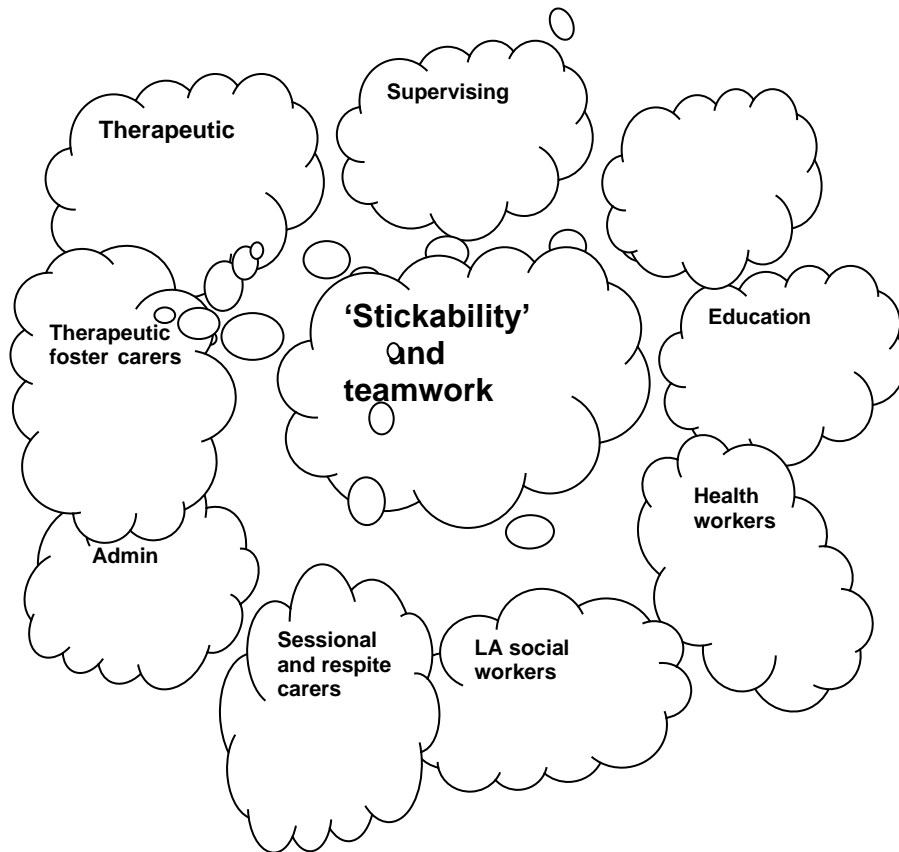
The Service Manager; is a member of the management team and is responsible for the Social Work team including the Therapeutic Services. She is, with the Business Manager, responsible for day to day running of **NEWFOCAS**, the implementation of the associated Regulations and Schedules, ensuring the quality of the social work services to carers and children placed within the agency, as outlined in company policy and service guidelines are adhered to and to develop such services in an ongoing manner commensurate with the guidance provided in the regulations and in Agency policies and procedures.

The **NEWFOCAS** Social work team covering North Wales, Chester, Wrexham and Wirral; The Social work team consists of a Senior Practitioners, Supervising Social Worker, Therapeutic Social Worker(s), and Student Social Workers. The organisational aim is that all placements have a supervising social worker and therapeutic social worker that are different, so as to ensure balance and objectivity. In times of leave and absence there is an expectation of mutual cover. The Team also have a dedicated Referrals co-ordinator.

Out of Hours Team; this team covers the whole area on rotation. The team has qualified and experienced social workers who work closely with the daytime staff to provide consistent and joined up trauma-informed, attachment-focused responses to carers. These staff are updated regularly about potential concerns and have access to all records. In all this is 3 posts.

Therapeutic Consultant; **NEWFOCAS** uses the services of one specialist consultant who is an Independent Consultant in Childcare, specialising in attachment styles and theraplay. He offers bi-monthly consultation to the therapeutic social workers, and to workers actively involved with the child. After 6 months they offer a review/assessment facility on the child and placement progress.

External Form F Assessors; **NEWFOCAS** uses qualified independent social workers to do occasional reviews and form f assessments. They are supervised by the Social Work Manager.



ADMINISTRATION TEAM

Our administration team consists of the following posts:

Business Manager; this post is a member of the management team and responsible for all business and administrative functions.

Carer and Panel Administrator who is responsible for the running of the panel and carer review system.

Children's Reports Co-ordinator who types, compiles and sends out the weekly progress reports on the children and young people placed.

Children's Administrator who is responsible for all records and notifications relating to children.

Finance Administrator who is responsible for all payments.

Typist/General Administrator to cover diary sheets and other administration duties.

Freelance Panel Secretary who prepares for and takes panel minutes and liaises with the Agency Decision Maker post panel.

EQUALITY AND DIVERSITY

NEWFOCAS is committed to providing services which genuinely value and embrace difference and diversity and promotes equality of opportunity. This is a commitment which operates at all levels of delivery and includes all people with whom the organisation has contact.



Our ongoing goal is to ensure that these commitments are rooted in all that we do in our day to day working practice. We have a zero-tolerance policy on discriminatory practice of any kinds which is guided by relevant legislation and all management receive appropriate training in this area.

All **NEWFOCAS** staff and carers respect the individual beliefs, religious and cultural needs of their placements and their families and will make every effort to learn more about such needs. We will offer appropriate support to enable their placement to follow their need.