

# Statement of Purpose

# Clifford House Fostering Limited

Reviewed: March 2015  
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clifford house fostering



# FOSTERING SERVICE STATEMENT OF PURPOSE

## BACKGROUND:

Clifford House Fostering is a service which began in 1993 and became a limited company in 2010. It is a nationally-recognised independent organisation, and since its inception has developed a range of high-quality placement choices in response to the diverse and complex needs and challenges presented by children and young people who are 'looked after'.

Clifford House has a long-established and credible history of providing positive opportunities to children and young people to achieve their full potential and to live fulfilling lives within the community. Innovation, flexibility and responsiveness are central to our service creation and delivery in the arena of our fostering service.

Currently our portfolio of placements consists of 2 specialist and 54 mainstream foster carers. Our placements have been matched with Foster Carers either on a short term or long term basis.

The fostering service offers a programme of innovative training, along with some bespoke training and qualifications which have added significant value to the development of individual skill and competency, in addition to the development of practice-based models and their implementation.

## AIMS AND OBJECTIVES:

At Clifford House we aim to:

- Offer high-quality care in a family setting where the focus is on the welfare and specific needs of the individual child or young person.
- Develop and maintain a child- and young-person-centred service in which those placed are valued, supported and encouraged to achieve their full potential.
- Deliver a holistic and integrated team approach, inclusive of social work, education, health and support professionals.
- Make a commitment to the recruitment of foster carers from a diversity of backgrounds and experience.
- Achieve stability and security for children and young people through relationships with trusted adults that minimise disruption and afford protection from abuse and neglect.
- Retain and support foster carers through a strategy that ensures they are professionally supervised, developed and rewarded.
- Understand that fostering children and young people is a lifestyle choice that involves support not only for the carers, but for family members directly and indirectly concerned.
- Develop a workforce of managers, practitioners and support staff who are appropriately qualified, trained and registered with their regulatory bodies, and supported in continuous professional development.
- Provide 24-hour support for foster carers, children and young people 365 days a year.
- Make a commitment to the ongoing training and development of foster carers through a pathway to the achievement of qualifications.
- Respect and promote the racial, cultural, religious and linguistic backgrounds of children and young people.
- Demonstrate commitment to the promotion of anti-discriminatory practice and equality of opportunity.
- Show consideration for the gender, sexuality, disability and history of children and young people when making placement decisions.
- Create stability for children and young people, thus affording security and freedom from abuse, harassment and bullying.
- Provide the service in accordance and compliance with national frameworks, whilst contributing positively to the delivery of best practice.
- Promote educational attainment and health needs in seeking positive outcomes for children and young people, including providing access to therapeutic services.
- Deliver a partnership-based service that is fully inclusive of children and young people, their families, foster carers, local authorities and other key stakeholders.



## FOSTERING SERVICE

The service has developed a diverse portfolio of foster placements which consists of **mainstream and specialist foster carers** available to meet a wide cross-section of needs. The types of placements we are able to offer are:

**Short term** - Placements made for any assessment purpose, planned but not intended to be the long-term placement for the child or young person.

**Long term** - Can be task-centred; planned to be available for the child/young person for at least two years. It can also accommodate sibling groups.

**Emergency** - Can be same-day referral, subject to background information and risk assessment.

**Bridging** – Preparation for adoption or permanency.

**Remand** – 10 to 16-year-olds who have been remanded into local authority accommodation; foster carers undertake task-focused work.

**Unaccompanied minors seeking asylum** – Carers that match the cultural and heritage needs of children and young people seeking asylum.

**Parent & Child placements** – Task centred; piece of work where foster carers undertake task focused work.

From the inception of the service in 1993 it has developed out of a need to provide a positive alternative choice to residential care within a family setting, and this continues to be at the heart of what we do. Our service has developed to offer a cross-section of placements with a holistic team approach to positive parenting.

Our specialist carers offer a therapeutic parenting approach for children and young people with complex histories who can often make significant demands on their foster carers.

There is a clear emphasis on the therapeutic parenting relationship, supported through a group of multi-disciplinary professionals. Early intervention at the pace of the child or young person is favoured, and supporting therapy is determined through an assessment of specific need.

Our fostering service has in-depth knowledge and experience of providing care and support to children and young people who have one or more of the following:

- Traumatic experiences through abuse
- Attachment disorders
- ADHD, ODD, OCD
- Sexually inappropriate and risky behaviour
- Emotional and behavioural difficulties
- Moderate learning and physical disabilities
- Autism or Asperger's Syndrome (with or without challenging behaviour)
- Life-limiting illnesses
- Medical conditions

All of our foster carers are paid a generous reward allowance as well as the child's allowances. They receive a wrap-around support service from the agency, dependent on the individual needs of the child. Our specialist carers receive a higher level of support, and therapeutic services may be identified to sustain placements and aid the recovery of traumatised children and young people.

Within Clifford House Fostering the family is placed at the centre of the therapeutic plan, and receives high levels of training, support and targeted supervision in caring for children and young people.



## THErapy SUPPORT:

Clifford House Fostering is committed to a child- and young-person-centred service through a broad understanding of emotional and behavioural needs. We are able to commission the services of a number of qualified and experienced therapists, in addition to a consultant psychologist.

Therapists offer consultation, on an individual basis and through group processes, to those involved in supporting the child or young person. They also contribute to specialist training courses.

Where therapy is identified through assessment for an individual child or young person this can be provided via external services (CAMHS), or be commissioned independently.

## BEHAVIOUR UNDERSTANDING & SUPPORT

Clifford House Fostering carers recognise the often chaotic, traumatic and complex circumstances which have shaped the experiences of vulnerable children and young people. In supporting such children and young people to work through their past in preparation for a more positive future, it is often necessary to find pro-active approaches that encourage their expression through a broad range of behaviour.

Clifford House Fostering is committed to a holistic approach to behaviour, promoting a safe, secure and stable caring environment. Effective parenting, development, support and learning can only take place in an atmosphere that is purposeful and calm. It is a central aim to promote positive behaviour from everyone who works, lives and shares in the service

offered. This will encourage everyone to interact with each other in a consistent and appropriate manner built on mutual respect and understanding.

Clifford House Fostering recognises that all behaviour is influenced by a number of factors.

- The way that children and young people behave depends on the way they feel about themselves.
- The way children and young people feel about themselves depends on their history and experiences, and the manner in which those around them respond to their behaviour.

**We have found that** positive approaches to behaviour management, through positive recognition and reward, coupled with clear and consistent systems and procedures for dealing with more challenging behaviour, are most effective.

**We believe that** this can best be achieved by creating and maintaining an environment which is consistent, fair and predictable and where positive relationships develop.

Alongside an ethos, intrinsic to the organisation, that children and young people are supported and encouraged to demonstrate positive behaviour, there will be situations in which foster carers will be required to exercise reasonable control in order to prevent a high-risk escalation. In accordance with our duty of care, and the promotion of the best interests of young people, carers as part of the wider multi-disciplinary team are responsible for the safety of a young person. There may be occasions when it is necessary to intervene to safeguard the welfare of a young person, or when their behaviour places other children or adults at risk.

Our carers receive accredited (BILD) training in the support and management of behaviour, in addition to guidance delivered via a rigorous and robust behaviour policy and consistent supervision. Support strategies are underpinned by a theoretical base, and are rooted in individualised behaviour plans and a risk assessment framework.

The fostering service has an established track record in working with children and young people with severe emotional and behavioural difficulties, often as a result of having experienced disruption through multiple placement moves. Our approach is to engage and involve children and young people in developing alternative coping strategies, and promoting access to ordinary life experiences.

We recognise the significant role that foster families play in supporting emotional and behavioural needs, which is often a highly challenging and complex process. Clifford House has developed specific support systems in this area, including access to professional debriefing, specialised support staff, behavioural consultancy services, and assessment and risk assessment tools.

A Behaviour Management Co-ordinator is employed by the service with responsibility for the areas identified above, in addition to collating data in relation to patterns of behaviour, incident management, revision of practice and outcomes.





## EDUCATION:

We have a pro-active approach to the promotion of education. In re-establishing concrete links for children and young people with their education, it is recognised this will have a significant impact on development, social skills and improvement of life chances.

Each child placed with Clifford House Fostering of school age can have access to additional educational support, which may include:-

- Research into appropriate school placements, and assistance in securing a place sensitive and responsive to the needs of the child.
  - Support within the home in partnership with the carer(s) and child in relation to educational issues
  - The promotion of effective communication between school and placement in evaluating progress
  - Supporting the production of Personal Education Plans
  - Contributing to the child or young person's views
  - Supporting children and carers in relation to educational exclusions
  - Monitoring educational outcomes and targets
  - Supporting young people in educational transition (school to further education and employment)
  - Working with vulnerable children, carers and support workers work in partnership with schools to ensure that they:
    - ✓ Work in partnership with educational provisions;
    - ✓ Link in with pastoral support;
    - ✓ Promote the targeting of learning and behavioural support;
    - ✓ Contribute to Personal Education Plans (PEP) and Individual Education Plans (IEP);
    - ✓ Attend and contribute to school meetings;
    - ✓ Encourage extra-curricular social and educational activities;
- ✓ Encourage all children to complete homework;
  - ✓ Provide a positive educational environment within the home;
  - ✓ Encourage the involvement of children's families or significant others where appropriate.



## RECRUITMENT, APPROVAL AND TRAINING OF FOSTER CARERS:

- On receiving an enquiry from potential foster carers, basic information is sought via an initial discussion regarding the impact that fostering a child may have upon the whole family and its support network, and the lifestyle changes that are likely to occur.
- If both parties feel it is appropriate, an initial visit will be arranged at the earliest opportunity, and during the visit an enquiry pack and literature is discussed about fostering within Clifford House Fostering.
- Following a positive conclusion of the initial visit, the potential foster carers will be invited to Clifford House Fostering's next available Skills to Foster course. On conclusion of this course, if both parties are in agreement, an application will be put forward to Clifford House Fostering.
- **Stage 1 and Stage 2 of Assessment:** In accordance with The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, which amended the Fostering Services (England) regulations 2011, the process Clifford House Fostering follow for assessing a person's suitability to foster consists of two stages. These stages can be carried out concurrently, but the information required for Stage 1, as defined in Schedule 3 Part 1 of the 2013 Regulations, must be sought as soon as possible, and 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 IRM, nor to make representations to Clifford House Fostering.
- However if in Stage 2 a decision is made that the applicant is not suitable to foster then a brief report must be completed and presented to panel, the applicant advised and their comments sought within 10 working days.
- After the 10 days, or receipt of the applicants' comments, whichever is the sooner, Clifford House Fostering 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 Clifford House Fostering.
- The potential foster carer(s) complete an application form, giving detailed information about themselves and their family, and consent to Clifford House Fostering carrying out necessary checks and enquiries to ascertain their suitability to foster as part of Stage 1. These include:
  - ✓ Verification of identity and personal history.
  - ✓ Disclosure Barring Service checks on all adult members of the household. These will disclose information about any criminal convictions or cautions, and other information which may be held by the Police or government agencies relevant to the protection of children.
  - ✓ Enquiries to children's services authorities and their child protection registers.
  - ✓ Enquiries to other agencies as necessary.
- Applicants are required to have a medical examination completed by their GP and the report is made available to Clifford House's medical advisor for his/her comments about applicants' health and any impact on fostering potential.
- Applicants are asked to identify at least three referees who will provide written references and be interviewed as part of the assessment process.



- A qualified Social Worker carries out or oversees a full assessment and will visit each applicant's home, generally on 7 to 9 occasions to meet and collect information about all members of the household, and applicants' experience and skills in relation to fostering.
- The information obtained forms the basis of an assessment report. Clifford House uses the British Association for Adoption and Fostering (BAAF) framework (BAAF Form F 2008).
- Preparation and assessment training is provided, covering the responsibilities of being a foster carer and working within Clifford House. All prospective foster carers must attend this training, which follows the Fostering Network's *Skills to Foster* model and is tailored to suit each area of the Fostering Service.
- During the assessment process, applicants will be helped to compile a portfolio of written material giving examples of relevant experience, skills and competencies.
- The content of the Form F assessment report, taking account of assessment of confidential references, is shared with the applicants and then presented to the Clifford House Fostering Panel.
- To assist in the decision-making process, applicants are expected to attend the Panel meeting.
- The Panel makes recommendations about the suitability of applicants to be approved as foster carers with Clifford House Fostering.
- The Service Decision Maker receives the recommendation of the Fostering Panel and, on behalf of the service, makes the final decision about approval and appointment.
- Applicants are informed verbally and in writing about the service's decision.

On average, the assessment process takes three to five months, and is undertaken by an experienced, qualified and HCPC registered Social

Worker, with every effort being made to ensure that there is no avoidable delay. All information obtained about prospective foster carers is held on file. References from external agencies (Childrens Services, medical providers, children's schools, etc.) and personal references, which are provided in confidence, cannot be accessed without the consent of both the subject and the referee(s).

The assessor will be assessing the applicant's capacity and commitment to on-going professional development in their role as foster carer.

Clifford House has a detailed procedure for completion of foster carer reviews which reflects the statute law, regulations, National Minimum Standards 2011 and good practice guidance that applies to the service. NB: Some different source documents apply in England, Wales and Northern Ireland.

In addition to the requirements to conduct annual reviews, Clifford House's procedure sets out clearly other situations in which completion of a foster carer review would be appropriate, for example: following a serious complaint or incident or where a change of terms of approval is proposed. Carers will receive an annual review each year. Their first annual review will be taken to Clifford House's Fostering Panel; thereafter they will take place within the carers' home unless any significant issue arise, and then their annual review will go to the Clifford House Panel.

## **TRAINING / LEARNING & DEVELOPMENT**

At Clifford House Fostering 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 are committed to providing high quality learning and development opportunities that are accessible, credible and relevant to all our foster carers. Alongside a dedicated programme for learning and development will be opportunities for bespoke learning tied to individual need and experience.

As an agency Clifford House has made clear minimum expectations in relation to learning and development for all foster carers in accordance with best practice. These are detailed in the Foster Carer Handbook, Learning and Development Policy and Foster Carers agreement.

The Training, Support and Development Standards (TSD) form part of a foster carers induction in the role. They provide a national benchmark that sets out what foster carers should know, understand and be able to do within the first 12 months after being approved.

Our Pre- Approval (preparation) training is based upon on Skills to Foster model of the Fostering Network. It provides an introduction to the role and tasks involved in fostering and is linked directly to the TDS standards. It also includes one of the core training areas recording and reporting.

#### **Training is provided to:**

- Help foster carers gain a better understanding of their role.
- Improve knowledge; develop and refine skills.
- Establish an explicit, positive framework of values, which promotes equality of opportunity.
- Encourage foster carers to look at and reflect upon the effects of discrimination in all parts of the community, and to understand that for many children discrimination is a fact of everyday life.
- Ensure that all foster carers are competent and confident in safe caring and in protecting children from harm.
- Encourage foster carers to take responsibility for their own professional development through the creation of individual training profiles.

#### **Training at all levels incorporates certain key elements:**

- Safeguarding children
- Working with children who have been abused

- Safe caring
- Managing challenging behaviour
- Valuing diversity and promoting equality
- Recording
- First aid
- Health and safety
- Empowering children and young people
- Promoting positive outcomes for children and young people
- Preparing young people for moving on and adult independence.



## SUPPORT FOR FOSTER CARERS:

Clifford House Fostering values the work foster carers do, and the contribution they make to the lives of children and young people. Therefore the support offered to families who foster is vitally important to a successful placement. Clifford House Fostering provides flexible support arrangements for children and young people and their foster carers. Identifying and arranging the necessary level of support occurs when a child or young person and foster family are 'matched' at the placement planning stage. The support is then monitored and adjusted throughout the placement as required.

Clifford House Fostering offers the following support to foster carers:

- Access to an experienced member of Clifford House staff, including a trained Social Worker or a management team member, 24 hours a day, 365 days a year.
- Monthly supervision and support from a qualified and suitably experienced Clifford House Fostering supervising Social Worker (or as otherwise determined in individual foster care agreements and foster agreements).
- Frequent visits and regular telephone contact from a Supervising Social Worker, as necessary for the child in placement.
- A minimum of 14 days' paid respite per year pro rata. Additionally, where the demands of a placement are significant, agreement may be reached for additional respite to be taken on a regular basis, and reviewed quarterly (as agreed via the Agency).
- Foster carer forums
- A minimum of two unannounced visits are made each year by a member of the Fostering Service.
- The service pays for each set of carers to have a subscription to the Fostering Network, offering additional opportunities to seek advice and guidance.
- The caseload of Supervising Social Workers is a ratio of 1:12, offering high levels of consistent support and advice.
- Public liability insurance that covers carers' work for the service.
- Internet access to the Manual of Procedures (at [www.proceduresonline.com/cliffordfoster](http://www.proceduresonline.com/cliffordfoster)) and Staff Manual, held and monitored by Tri-X Care and subject to an on-going process of review and up-dating



## **SUPPORT FOR CARERS' OWN CHILDREN:**

Clifford House Fostering appreciates that carers' own children are valued stakeholders within the fostering arena who are often seen as 'invisible carers'. As such we endeavour to involve them and listen to their views from the outset.

As a specific part of the Form F assessment process, the assessor will arrange individual visits to each of the carers' own children to seek feedback and views regarding their parents' decision to foster children within their family home. Where appropriate, this process may also involve other members of the immediate family, or significant others.

Following approval, we seek feedback and comments from carers' children as part of the annual review process, and where appropriate or necessary, Support Workers spend individual informal time with carers' children, offering further support. In addition, views of the carers' own children are sought within each supervision session undertaken as an on-going review of their involvement and feelings with regard to fostering within their home.

In an effort to create an opportunity for all the children and young adults to meet and discuss their own experiences, Clifford House Fostering organises annual 'Children's Groups', designed to offer support and aid communication in an informal forum.

## QUALITY ASSURANCE:

### Complaints Procedure

Clifford House Fostering complaints policy places an emphasis on resolving complaints at a local level where appropriate.

Records of investigations and the outcomes of complaints resolved informally are held by Clifford House Fostering and collated to inform service improvement within management teams.

All children and young people placed with Clifford House Fostering foster carers are informed of the complaints procedure at the start of their placement by their Supervising Social Worker. It is also covered in the Children's Handbook, which is designed and maintained to offer clear information. For children with learning difficulties a pictorial version is available. All these documents contain a link enabling young people to contact the Registered Manager directly if they wish. A chart of complaints is given at Appendix 3.



### Comments and Compliments

Clifford House Fostering employs monitors, evaluates and audits the function of each area in the agency. This is completed through feedback via a paper trail audit which is measured against pre-determined performance indicators linked to the National Framework contract. Feedback is sought from parents, Independent Reviewing Officers, commissioners and other significant parties.

In seeking to constantly improve the quality of its service, Clifford House Fostering welcomes and encourages constructive feedback from service users, providers and partners.

We recognise that children, their birth parents, fosters carers and prospective carers are often best placed to identify the strengths and deficiencies of the Fostering Service, and therefore to inform changes and developments needed to ensure continuing improvements.

Foster carers are encouraged to make use of the complaints procedures if necessary in order to make complaints on their own behalf in connection with matters prescribed in the Children Act 1989. This excludes the decisions and processes involved in the termination of approval.

There is a clear, robust framework in place for ensuring that the views of parties to the fostering process are heard and responded to. Where appropriate, children will also be offered an independent advocate to act on their behalf.

Clifford House Fostering has a Quality Assurance programme with a variety of systems to ensure that each placement is managed in the best interests of the children and young people and their placing authorities. These include the following systems:

- Monthly Audits
- Placement reviews
- Management reviews
- Team meetings
- Supervision and Appraisal
- Quarterly reports and Annual reports
- Management meetings
- Unannounced visits twice a year
- Regulation 35 reports
- Quality Assurance program
- Voice of the child

In addition, the audits undertaken as part of the Quality Assurance policy will look at

- Health and safety
- Panel function
- Personnel/HR
- Children's files
- Notification
- Statement of Purpose
- Supervisions
- Reviews
- Training
- Compliance with National Minimum Standards and Regulations
- Staff performance

We also seek feedback, via questionnaires, from:

- Staff
- Children and young people
- Commissioning teams
- Reviewing officers
- Parents
- Stakeholders

## ALLEGATIONS:

All allegations of abuse made by children against foster carers or members of a fostering family will be thoroughly investigated with local Children's Safeguarding Board. Multi-agency child protection procedures for handling allegations will be followed in all cases. The investigation of allegations against foster carers will be evidence-based, and the decision on how best to proceed will be made in the best interests of the child.

Clifford House Fostering understands the need to ensure that support is maintained for all carers during these times, so an independent Support Worker is allocated for the duration of the process. In cases where foster carers are suspended and a child has been removed from their care, at the discretion of the agency, carers can receive up to 2 weeks' allowance whilst no child can be placed in their care.





## BESPOKE SERVICES:

Clifford House Fostering can draw upon its network of locally- and centrally-based resources and multi-disciplinary teams of child care professionals to design and deliver 'bespoke' packages of services to children, their families and placing authorities. The service offers diversity and tailored placements to meet the individual needs of children placed with us, whilst also offering a choice regarding the type of placement; i.e. specialist or mainstream requirements.

Examples may include:

- Dedicated family placements for specific children on behalf of, or in collaboration with, commissioning authorities or trusts individually and collectively.
- Resilient carers who are dedicated to each child placed, and keen to secure longevity.
- Permanence and remand placements.
- Working together with family members, significant other adults, education and medical providers, and other professionals involved in the care of the child or young person placed.
- Supervised family contact – automatic within specialist service, and optional within a mainstream placement.
- Mentoring and practical support work with young people preparing for independence and leaving care.
- Assessment and service evaluation work to exacting standards of quality and cost-effectiveness.
- Option to co-ordinate therapeutic services and undertake 'life journey' work during a child's placement, in line with agreement from a placing authority.
- Clifford House offers transitional placements between the residential and fostering sectors in order to meet specific or emergency needs.

### NUMBER OF CARERS:

**Clifford House Fostering currently has 56 foster care families providing placements for up to a maximum of 85 children.** We have approved a small group of carers specifically to undertake respite care, offering consistency and security for children in placement.

Clifford House Fostering recruits foster carers on an on-going basis, and aims to take on a wide diversity of individuals who are able to meet the needs of specific children and young people placed.

### THE FOSTERING PANEL:

Clifford House operates its own Fostering Panel for the approval, review, registration and de-registration of all carers. The Panel meets monthly and includes an experienced independent Panel chair and vice chair. A Health Visitor, an education specialist, a foster carer and a registered Social Worker have input to the process of approving and reviewing carers.

The Agency Decision Maker is Tracy Livesy, Head of Quality Assurance and Safeguarding

### SERVICE INFORMATION:

The Registered Manager of the service is a professionally-qualified Social Worker and holds current certificate of registration with the HCPC, in addition to relevant management qualifications. Each Supervising Social Worker is a qualified Social Worker. Support workers have a minimum of NVQ 4 in Care and Management. Managers, Supervising Social Workers and Support Workers have a wide range of experience in childcare settings, in the placement of children with foster carers, and in offering support to foster carers.



## FURTHER INFORMATION:

The Clifford House Fostering policies and procedures can be viewed on-line at [www.proceduresonline.com/cliffordfoster](http://www.proceduresonline.com/cliffordfoster)

## OUR INSPECTORS:

### Ofsted

NBU, Piccadilly Gate, Store Street, Manchester M1 2WD

Telephone: 08456 404040

e-mail: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)

## WHERE WE ARE:

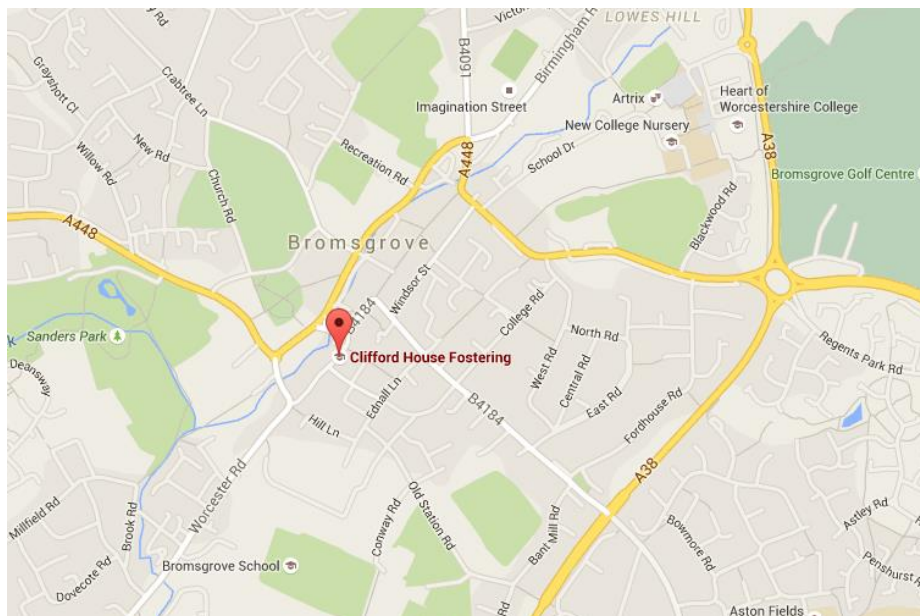
### Clifford House Fostering Limited

Bellway House, 7 Worcester Road, Bromsgrove B61 7DL

## CONTACTING US:

Telephone: 01527 559366

e-mail: [info@cliffordhousefostering.com](mailto:info@cliffordhousefostering.com)



Responsible Individual: Gareth Walton – [gwalton@picscare.co.uk](mailto:gwalton@picscare.co.uk)

Registered Manager: Naomi Ebanks-Simpson – [naomi@cliffordhousefostering.com](mailto:naomi@cliffordhousefostering.com) (Designated Person for Safeguarding)

## The Office of the Children’s Rights Commissioner

The Office of the Children’s Rights Commissioner

Sanctuary Buildings

20 Great Smith Street

London

SW1P 3BT

Telephone: 020 7783 8330

Email: [info.request@childrenscommissioner.gsi.gov.uk](mailto:info.request@childrenscommissioner.gsi.gov.uk)

Web: [www.childrenscommissioner.gov.uk](http://www.childrenscommissioner.gov.uk)



APPENDIX 1

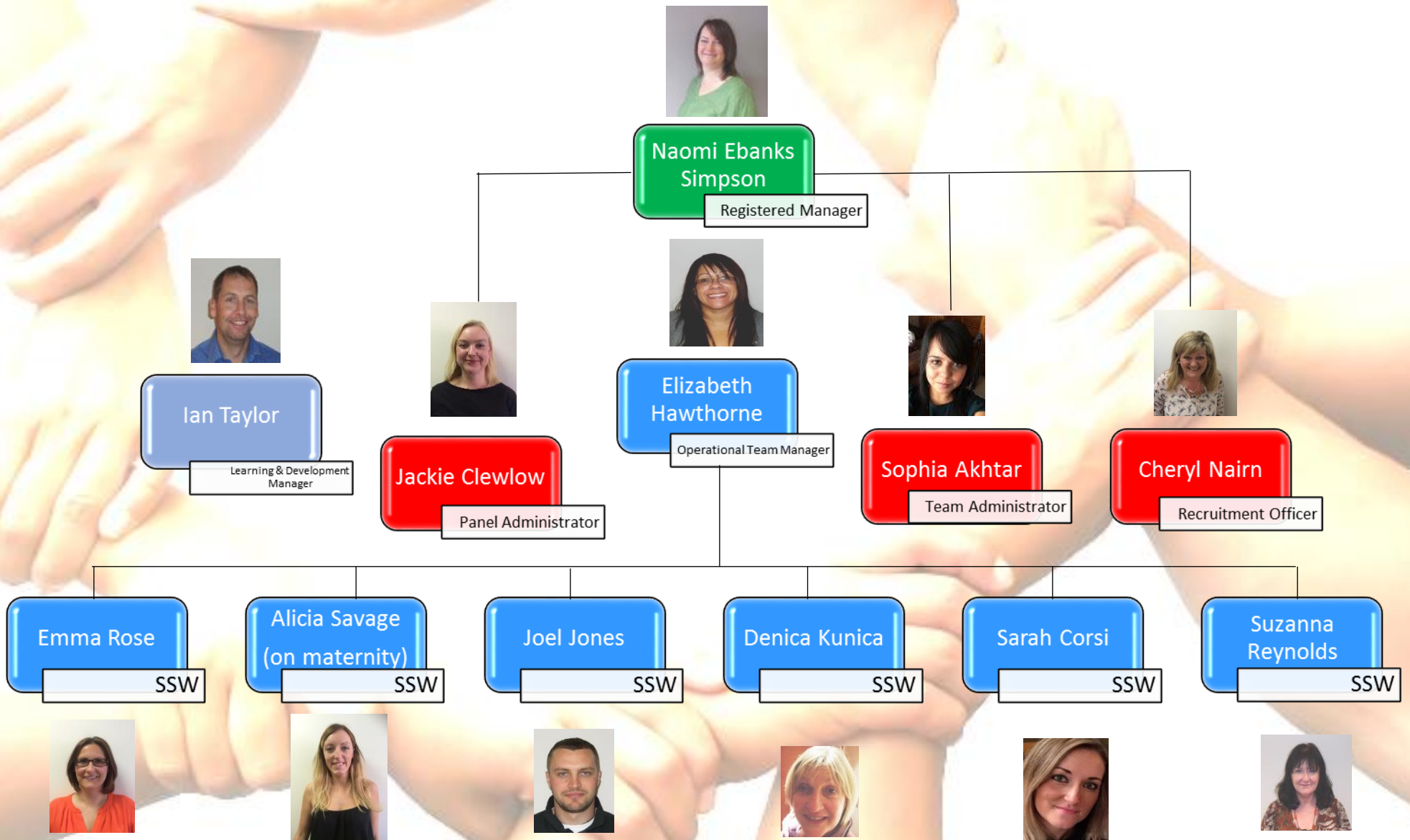
CLIFFORD HOUSE FOSTERING PERSONNEL

NAME OF EMPLOYEE	GENDER	ROLE/STATUS	QUALIFICATIONS & EXPERIENCE	HOURS OF WORK
Naomi Ebanks-Simpson	F	Registered Manager	<ul style="list-style-type: none"> <li>◆ 25 years experience</li> <li>◆ NVQ 4 Management</li> <li>◆ Diploma in Social Work</li> </ul>	40 hours per week
Ian Taylor	M	Learning and Development Manager	<ul style="list-style-type: none"> <li>◆ BSc in Psychology</li> <li>◆ BA(Hons) in Sociology</li> <li>◆ Diploma in Social Work</li> <li>23 years' experience in residential, community, clinical and social work arenas.</li> </ul>	40 hours per week
Elizabeth Hawthorne	F	Team Manager	<ul style="list-style-type: none"> <li>◆ 18 year's experience in Social work</li> <li>◆ BTEC First in Caring</li> <li>◆ BTEC National Dip in Social Care</li> <li>◆ Diploma in Social Work/ and HE</li> <li>Dip/Child Protection Studies and advanced award</li> </ul>	40 hours per week
Suzanna Reynolds	F	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ 20 years' experience in residential and family support work</li> <li>◆ Diploma in Social Work NVQ 4 in Management</li> </ul>	40 hours per week
Joel Jones	M	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ 3 years' experience in residential/fostering</li> <li>◆ BA (Hons) Politics &amp; History</li> <li>◆ MA Social Work</li> </ul>	40 hours per week
Denica Kunica	F	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ 27 years' experience in Social Work</li> <li>◆ Diploma in Social Work</li> <li>◆ Diploma in higher education</li> <li>◆ PHD in philosophy</li> </ul>	40 hours per week

Sarah Corsi	F	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ 4 years' experience in child care</li> <li>◆ Diploma in Social Care</li> <li>◆ Diploma in Counselling</li> </ul>	40 hours per week
Emma Rose	F	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ 10 years experience within child care and looked after, safeguarding procedures</li> <li>◆ 18 years experience as fostering panel administration</li> <li>◆ 8 years experience as a recruitment consultant</li> <li>◆ Level 3 Safeguarding</li> <li>◆ BA (Hons) in Social Work</li> <li>◆ BSL Level 1</li> <li>◆ Introduction to counselling</li> </ul>	40 hours per week
Alicia Savage	F	Supervising Social Worker	<ul style="list-style-type: none"> <li>◆ BA (Hons) in Social Work</li> <li>◆ BTEC National Diploma in Childhood Studies</li> <li>◆ 6 years' experience of local authority social work</li> <li>◆ 18 months experience within mental health (yp/children &amp; adults)</li> </ul>	40 hours per week
Sophia Akhtar	F	Training & Recruitment	<ul style="list-style-type: none"> <li>◆ 13 years experience in Autism/residential/Play/EBD/PD/LD</li> <li>◆ NVQ 3 in Health &amp; Social</li> <li>◆ NVQ 3 in Playwork</li> <li>◆ Level 4 in Safeguarding</li> <li>◆ Health and safety &amp; Safeguarding Officer</li> </ul>	40 hours per week
Cheryl Nairn	F	Recruitment Officer	<ul style="list-style-type: none"> <li>◆ 10+ Years' experience in Business Development and Marketing, Human Resources including all aspects of Recruitment</li> <li>◆ Level 7 CIPD Human Resources Management</li> <li>◆ Level 5 CIPD Certificate in Business Awareness and Professional Studies</li> <li>◆ Level 3 Certificate in Personnel Practise</li> </ul>	32 hours per week
Jackie Clewlow	F	Panel	<ul style="list-style-type: none"> <li>◆ Started CHF September 2015</li> <li>◆ 10 years within the recruitment industry</li> </ul>	40 hours per week

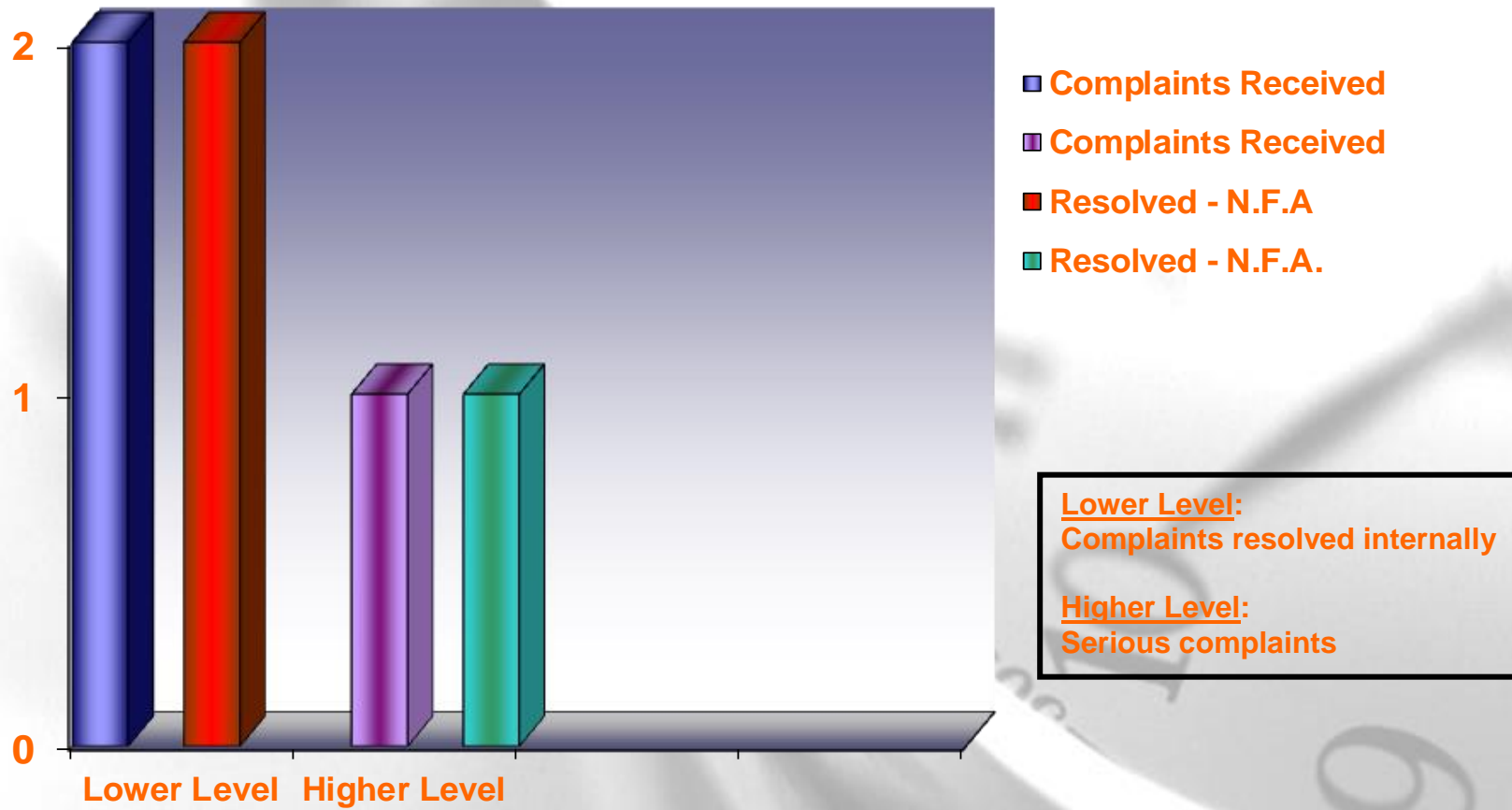
Information about additional training carried out by all staff is available in their training profiles on the training database.

# MANAGEMENT STRUCTURE



APPENDIX 3

Complaints received and resolved January 2011 to January 2012





**APPENDIX 4**

**LIST OF PLACING LOCAL AUTHORITIES**

**CLIFFORD HOUSE FOSTERING ARE PREFERRED PROVIDERS WITH THE FOLLOWING LOCAL AUTHORITIES**

**Cardiff  
Powys  
Staffordshire  
Sandwell  
Worcester  
Solihull  
Staffordshire  
Shropshire  
Birmingham  
Blaenau Gwent  
Newport South Wales  
Coventry  
Monmouthshire  
Plymouth**

**Dudley  
Wolverhampton  
Walsall  
Wiltshire  
Gloucester  
South Gloucester  
Bath  
Bristol  
Telford & Wrekin  
Somerset  
Dorset  
North Somerset**

**Sandwell  
Warwickshire  
Ceredigion  
Hereford**