

**London Borough of Bromley
Education and Care Services
Children's Social Care**

Bromley Fostering Service

Statement of Purpose

2013/14



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1. Aims, values and objectives of the local Authority in relation to the Fostering Service

1.1 Mission Statement

We believe that in most circumstances children are best cared for in their own families. Where this is not possible we strive to ensure that children have an experience of family life where they are safe, nurtured and respected for as long as necessary and where all their needs, including their racial and cultural identity needs are met. We accept that for some children the experience of family life is not appropriate because of the effects of past trauma. Every child should be able to experience a secure and happy family life being safely cared for by a loving adult or adults. We strive to achieve this through providing a responsive and effective service to individuals and families from all backgrounds involved in fostering.

1.2 Values

In providing a fostering service we will adhere to the following values:

- The child's welfare, safety and needs are at the centre of their care.
- Children should have an enjoyable childhood, benefiting from excellent parenting and education, enjoying a wide range of opportunities to develop their talents and skills leading to a successful adult life.
- Children are entitled to grow up in a loving environment that can meet their developmental needs.
- Every child should have his or her wishes and feelings listened to and taken into account.
- Each child should be 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.
- The particular needs of disabled children and children with complex needs will be fully recognised and taken into account
- The significance of contact for looked after children, and of maintaining relationships with birth parents and the wider family, including siblings, half-siblings and grandparents, is recognised, as is the foster carer's role in this.
- 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.
- The central importance of the child's relationship with their foster carer should be acknowledged and foster carers should be recognised as core members of the team working with the child.
- Foster carers have a right to full information about the child.

- It is essential that foster carers receive relevant support services and development opportunities in order to provide the best care for children.
- Genuine partnership between all those involved in fostering children is essential for the NMS to deliver the best outcomes for children; this includes the Government, local government, other statutory agencies, fostering service providers and foster carers.

1.3 Aims

- 1.3.1 The Bromley Education and Care Services department will aim to provide a high quality fostering service where all people making contact with the service are responded to promptly and treated courteously and fairly and are given equal consideration regardless of ethnic background, age, marital status, religion, language, sexual orientation and disability. The department will take the necessary steps to ensure applicants have equal access, e.g. regarding physical access to buildings or religious/language differences. The department aims to provide a comprehensive fostering service in co-operation with other teams and departments, birth families and other service users to ensure there is a coherent local service to meet identified needs of children in the care of the Local Authority.
- 1.3.2 The department will aim to provide a comprehensive fostering service to meet the needs of children, birth families and social work staff by increasing the numbers of in-house foster carers to meet the needs of the local community.
- 1.3.3 The department will aim to ensure that the needs, wishes and safety of the looked after child are at the centre of the fostering process.
- 1.3.4 The department will aim, as far as is reasonably possible, to provide practical support and services which will enable the child to return to, or remain with, his/her family of origin where this is in their interests, except in those circumstances where it is considered that it would be detrimental to the child's welfare due to issues of significant harm.
- 1.3.5 In making plans for the fostering placement for a Looked After Child, the department's first aims will be:-
- a) to ensure the child's welfare is safeguarded and promoted throughout their placement, and
 - b) to ensure that children are securely attached to carers capable of providing safe and effective care for the duration of the placement.
- 1.3.6 The department will aim to ensure that people interested in becoming foster carers will be welcomed without prejudice, responded to promptly and given clear information about the recruitment, assessment and approval process. They will be treated fairly, openly and with respect throughout the process of becoming a foster carer.
- 1.3.7 The department will aim to match children with approved foster carers who will ensure that their identity, including their racial and ethnic identity, is promoted and contact with birth family is maintained and that there is

minimum disruption to continuity of education and established social contacts and activities.

1.3.8 The department will aim to recruit suitably qualified and experienced people to deliver the fostering service who will provide services to ensure compliance with all required safety checks when a child is unable to remain with the birth parents.

1.3.9 The department will aim to ensure that the fostering service is resourced to meet the above aims and that the premises from which the fostering service operates are fit for their purposes.

1.4 Objectives

1.4.1 The department will ensure that the above aims are met through compliance with the specific objectives stated in:

- The Children Act 1989
- The Care Planning, Placement and Case Review (England) Regulations 2010
- The Care Standards Act 2000
- The Fostering Services Regulations 2011
- The Fostering National Minimum Standards 2011
- The Departmental Policies and procedures including the Placement Policy

1.5 Facilities of the Fostering Service

1.5.1 The fostering service is provided through staff from within the Children's Social Care Division of the Education and Care Services Department, and in particular, staff within the Family Placements Team. The other Safeguarding and Social Care teams are based at the Civic Centre in Bromley.

1.5.2 The offices of the Family Placements Team are based in the Civic Centre, Bromley. Interview, meeting and training rooms are provided on the Civic Centre site.

1.5.3 In addition to the main customer database and information system used by the department, the Family Placements Team has and continues to develop management information processes that assist and reflect the needs of the service.

1.5.4 The Fostering and Adoption sub teams jointly support a staff bank of qualified and experienced social workers in family placement work. These workers undertake individual fostering and domestic adoption assessments and inter-country adoption home studies as well as the court report and welfare supervision work in step-parent and non-agency adoptions.

1.5.5 The fostering service has access to the Authority's Medical Officer and the Senior Solicitor within Legal, Democratic & Customer Services whose responsibilities include advising the Adoption and Fostering Panels and offering advice and consultation to social work staff, other professionals and foster carers.

- 1.5.6 The family placement team makes use of other Council Departments, as required to support planning and delivery of services.
- 1.5.7 The fostering service works in partnership with the Bromley Foster Care Association and regularly consults and canvasses their views to ensure that the service to foster carers remains effective and responsive with professional working relationships in place between staff and carers.
- 1.5.8 The department holds membership of the Fostering Network (formerly NFCA - the National Foster Carer Association) and the British Association for Adoption and Fostering (BAAF).

1.6 Services provided

1.6.1 A summary of the services provided by the department's fostering service is listed below:

- Advice and information on fostering, including providing a Duty System for the Department when referrals are made and requesting placements for children both in the short-term or on a planned basis.
- Initial home visits by a fostering social worker to assess the motivation and ability of prospective carers to provide a safe caring environment for a child placed with them.
- A skills to foster course for those interested in pursuing an application to be come foster carers.
- A comprehensive preparation and assessment for prospective foster carers (assessments completed by Fostering Team staff or family placement staff bank social workers).
- All assessments of prospective foster carers to be presented to the Fostering Panel for a decision on the recommendation to be put forward to the department's decision maker.
- All foster carers to have an allocated supervising social worker to work in partnership with the allocated social worker for the child(ren).
- An allocated social worker from the Fostering Team to family find for individual or sibling groups of children requiring permanency via long term fostering.
- Planned general and specific recruitment programmes for foster carers for individual and specific groups of children.
- Advice and information on services for foster carers to access in order to assist them in their care of children placed with them.
- Advice and information to other professionals working with children.
- Support for the birth family of foster carers.

- Fostering social workers will attend with their foster carers all Child Protection Conferences and Looked After Children Reviews on children placed with them and also the Permanency Planning Meetings.
- Fostering Support Meetings to be held monthly and to provide training programmes for foster carers to enhance their skills and to achieve the CWDC qualification.
- In addition black carers will be offered support through a Black Carers Support Group.
- A quarterly newsletter to be produced and circulated by the Fostering Team to all foster carers.
- The Bromley Fostering Panel fulfils its statutory functions as required and offers advice and consultation to social work staff on fostering matters.
- Services of Medical and Legal Advisers for advice, information and consultation in addition to their specific roles and functions.
- Membership of the Fostering Network and BAAF and attendance at functions arranged by these agencies.

1.7 Purpose of the Fostering Team

- 1.7.1 The Fostering Team is responsible for all the work undertaken with foster carers approved by the department.
- 1.7.2 To increase the number of in-house foster carers to a level that reflects the needs of Bromley children received into public care and to ensure these carers reflect the racial and cultural origins of Bromley Looked After children.
- 1.7.3 To recruit and approve foster carers in Bromley or nearby so that the fostering service provided to looked after children is local and causes minimum disruption to aspects of their life.
- 1.7.4 To positively encourage the placement of children within the extended family if they are not able to live with their birth parent(s).
- 1.7.5 To support these connected persons placements and to approve and support these family members as foster carers for specific children.
- 1.7.6 To recruit foster carers who will provide respite fostering for children with disabilities and to approve and support them.
- 1.7.7 To contribute to a decrease in the overspend in the children's placement budgets by providing an effective, efficient and local in-house service.
- 1.7.8 To comply with the Fostering Services Regulations 2011, The Care Planning, placement and Case Review (England) Regulations 2010 and the Minimum Standards contained therein.

- 1.7.9 To work in partnership with the other teams in the Safeguarding and Social Care Division.
- 1.7.10 To work in partnership with the Children's Commissioning Team in identifying and meeting the placement needs of Bromley's Looked After Children.

2. Adoption of the Statement of Purpose

- 2.1 The Statement of Purpose of the fostering service is contained and expanded within the Fostering Policies and Procedures.
- 2.2 The Policies and Procedures and the Statement of Purpose contained have been placed before Council members and fully endorsed and supported.
- 2.3 The Statement of Purpose will accompany the Annual Report of the fostering service and will be presented to the Portfolio Holder for Care Services.

3. Details of the Manager of the Fostering Service

- 3.1 Name: Susan Noonan
- 3.2 Address: Family Placement Team, St Blaise Building, Civic Centre, Bromley, BR1 3UH
- 3.3 Telephone: 020 8313 3083
- 3.4 Fax: 020 8313 4400
- 3.5 Email: Susan.Noonan@bromley.gov.uk
- 3.6 Relevant Qualifications:
Dip SW, CQSE, PQ1, CMS, DMS

4. Details of the Permanent Staff employed in the Fostering Service

| Position or Role in the Agency | Hours per week | Name | Year of appointment to fostering service | Qualifications |
|--------------------------------|----------------|---------------------|--|--|
| Group Manager | 36 | Susan Noonan | 2013 | Dip SW, CQSE, PQ1, CMS, DMS |
| Deputy Group Manager | 36 | Linda Shephard | 2012 | DipSW; DipHE (Social Services); PQ1; PQSW |
| Deputy Group Manager | 36 | Margaret Richardson | 2011 | DipSW, PQ1, Practice teaching award, DipHE social work. |
| SGO Officer | 36 | Deborah Brown | 2009 | BA Family & Child Care Studies/Diploma in Social Work |
| Senior Practitioner | 36 | Wenifred Marshall | 2004 | DipSW, DipHE applied social studies, PQSW, |
| Senior Practitioner | 36 | Louise Matovu | 2009 | CQSW, BA(Hons) Applied SW, PQ Consolidation |
| Senior Practitioner (Acting) | 36 | Claudia Verwey | 2010 | BA social work Pq consolidation |
| Senior Practitioner | 36 | Angela Harrison | 2004 | BA (hons) Social Work, DipSW, PQ1 |
| Senior Practitioner | 14 | Catherine Tulett | 2003 | MA in SW; PQ1 |
| Senior Practitioner | 36 | Steve Thring | 2003 | DipSW; Dip Child Protection; PQ1 Dip HE (social services) |
| Senior Practitioner | 28 | Rena Gray | 2006 | NNEB, CSS 1985 Child Protection and Child Care studies, PQ1-PQ6 2002 |
| Senior Practitioner | 36 | Sheila Delliston | 2008 | BA(Hons) Social science, CQSW, MA in Child Protection. |
| Supervising Social Worker | 21 | Susanna Reich | 2010 | BSc (Hons), MA/Dip SW, PQ Consolidation Module |
| Supervising Social Worker | 36 | Emily Dodds | 2010 | BSc(Hons) Applied Social Sciences, DipSW, PQ Consolidation |
| Panel Administrator | 36 | Bernadette Wilby | 2012 | |
| Team Administrator | 36 | Elaine Gillam | 2012 | |

| | | | | |
|--------------------------|----|-------------|------|------------------------------------|
| Business Process Officer | 36 | Jody Malloy | 2012 | BSc, PG Dip Environmental Sciences |
|--------------------------|----|-------------|------|------------------------------------|

Correct as of 01.02.13

5. Organisation of Structure of the Fostering Service

- 5.1 Bromley Education and Care Services is part of Bromley Council and is managed by the Executive Director of Education and Care Services, Terry Parkin.
- 5.2 The Children’s Social Care Division, as part of ECS, is responsible for the delivery of the Fostering service.
- 5.3 Within the Children’s Social Care Division there are specialist teams dealing with Referral and Assessment (area teams), Safeguarding and Care Planning (area teams), Quality Assurance, Looked After children, Leaving Care, Adoption, Commissioning, Youth Offending and Teenage and Parent Support.
- 5.4 Social Workers for children requiring a foster placement for a child are located in the area teams. The Fostering Service is part of the Family Placement Team and sits within the Care and Resources Service, thereby maintaining close links with the Adoption Team and the Looked After Children's team, as well as the Commissioning team.
- 5.5 The Bromley Fostering Service is responsible for establishing, maintaining and servicing the Bromley Fostering Panel. The Panel, in carrying out its regulatory functions, makes recommendations to the Agency Decision Maker, (Kay Weiss — Assistant Director for Safeguarding and Social Care Division). The work and performance of the Fostering panel is included in the report on Fostering Activity submitted to the Care Services Portfolio Holder and the Corporate Parenting Executive.

6. Quality Assurance of the Fostering Service

- 6.1 The Group Manager is currently responsible for ensuring the supervision of all permanent staff in the Fostering Team. Social workers are seen in supervision on a three-weekly basis and all other staff are seen four-weekly. Supervision and line management practice follows the Divisional Supervision Policy and Management Standards.
- 6.2 Family placement staff bank social workers are provided with supervision by either the Group Manager or Deputy Manager in the Fostering Team under the terms of their agreement for service and follow the same supervision practice as referred to in 6.1.
- 6.3 Copies of the signed supervision notes are placed on the relevant paper or electronic file with any agreed action noted.
- 6.4 Currently files are always seen, read and agreed for closure by the Group Manager [Family Placements]. In addition, files are read and signed on an occasional basis. A quality assurance audit will be undertaken on a regular

basis as has been recently introduced in other teams. A new audit form is being produced for this purpose.

- 6.5 The Deputy Group Manager [Fostering] is delegated to be the Professional Adviser to the Fostering Panel and in this capacity reads all Forms 'F', the child permanency records and matching reports on foster carers and children and provides an important quality assurance role prior to presentation of reports at Panel.
- 6.6 The Fostering Panel provides a quality assurance function which is exercised through individual recommendations on cases presented and recorded in the Panel Minutes and Panel Decision Sheet, together with advice from medical, legal and other advisors to Panel.
- 6.7 The Group Manager [Family Placements] is supervised on a regular, three-weekly basis by the Head of Service, Care and Resources.
- 6.8 An annual report on fostering activity is produced and submitted to both the Care Services Portfolio Holder and the Fostering Panel annually.
- 6.9 In line with requirements, the Fostering Service will be inspected by Inspectors appointed by Ofsted under the Care Standards Act 2000.
- 6.10 All foster carers will be annually reviewed and the foster carer, child(ren) Social Worker and if possible the foster child will contribute to this. The first annual review will be presented to the Fostering Panel. Subsequent reviews will be monitored by a Head of Service. Reviews will be completed earlier than one year if there are concerns or issues the Fostering Panel should be made aware of.
- 6.11 Foster carers will be sent questionnaires independent of their reviews as part of the on-going consultation process to ensure the service is effective and responsive.

7. Procedures for Recruiting, Preparing, Assessing, Approving and supporting Prospective Foster Carers

- 7.1 The information provided in this section is a summary of the detailed procedures on the recruitment, preparation, assessment and approval of prospective foster carers and the support provided to them.
- 7.2 Recruitment
 - 7.2.1 The overall recruitment strategy for carers is broadly divided into two. Firstly, there is ongoing general recruitment for foster carers who will be able to meet the needs of children in Bromley. There will also be targeted recruitment for specific age ranges and/or specific children needing foster placements.
 - 7.2.2 The Group Manager of Family Placements and Head of Service for Care and Resources plan and put into operation a general recruitment strategy and produce individual adverts for children when required.
 - 7.2.3 The Fostering Team, via dedicated duty time, aims to respond to all enquiries about fostering within one day of receipt of a completed enquiry form.

- 7.2.4 The Customer Service Centre manage all enquiries for information about fostering in Bromley and send out information upon request.
- 7.2.5 If people want to proceed with their enquiry they receive an initial home visit by a fostering social worker. The allocated worker has three weeks to undertake the home visit, complete the initial assessment and to pass the written report to the Group Manager. If the Group Manager, Family Placements, confirms that the prospective foster carers have the motivation and experience, together with the space and time to foster, they are asked to attend a skills to foster training programme (preparation group)

7.3 Preparation

- 7.3.1 Preparation groups are run at least six times a year and have spaces for up to ten units (individuals or couples). People are selected onto the Preparation groups after a positive initial assessment. The groups are run on different days of the week, including weekends to facilitate attendance by the prospective foster carers.
- 7.3.2 All people invited to the preparation groups are required to complete a detailed application form and the statutory check consent form. These checks will be initiated once the consent on the application form is received.
- 7.3.3 At least two fostering social workers take responsibility for facilitating every preparation group and follow an agreed programme of content which follows the 'Skills to Foster' course compiled by the Fostering Network. The facilitators of the training are assisted both by a foster carer and by a young person who has experienced being fostered. Comprehensive information is given to participants in the training as well as workbooks and scenarios to ensure that the prospective foster carers have full information on all aspects of fostering.
- 7.3.4 People are asked to confirm that they are making a fostering application and respond within two weeks of the end of the groups, if there has been any delay in their completing the application form. There are some applicants who are identified at the initial assessment stage who would be an appropriate match for a child waiting for a foster placement. Alternatively, the carers would be able to foster an age range that the Department is having to place outside the Borough as the resource is not available and these applications would be fast tracked. From the date of receipt of the application form it would be planned for the assessment to be allocated and completed within six months.
- 7.3.5 Staff and prospective foster carers complete evaluation forms and these are considered by the fostering workers and the Group Manager. The interaction of the carer during the preparation training is considered as part of the assessment and the group members are informed of this from the start. If there are concerns about participants, a discussion is held by the workers and the Group Manager. These concerns, if requiring additional clarification, will be addressed at a further home visit either by the original social worker or by one of the course leaders. If the concerns indicate that any child placed with the members of the group would not have their needs met, then the applicants will be informed in writing and rejected.

7.4 Assessment

- 7.4.1 The Group Manager [Family Placements] allocates applicants for the Fostering Form 'F' Assessment (home study assessment) to both fostering team social workers and family placement bank social workers dependent on their availability. The allocations may not be in the sequence in which referrals have been received but will reflect the needs of children in the department's care and also the resource they need to expand. Applicants should be informed in writing of any delay in the process. A foster carer file is then made up, statutory checks started and personal references sought.
- 7.4.2 The performance standard for completion of the assessment is four months (from activation of application to presentation at Panel).
- 7.4.3 The allocated social worker undertaking the assessment checks the applicant's identity and obtains the CRB checks and the applicant's medicals (costs met by Department) underway on the first visit, in addition to mapping out the assessment visits.
- 7.4.5 A comprehensive fostering assessment is undertaken using BAAF Form 'F' and accompanying competencies for foster carers. All members of the household are seen individually as well as a family group. Three personal references are sought of which one can be a family member. The worker will also seek the views of an ex partner in relation to an applicant's capacity to parent if there have been any children from that relationship.
- 7.4.6 The draft Form 'F' report is shared with the applicant(s) and they are provided with an opportunity to make factual corrections and observations on the report prior to it being submitted to Panel. If the assessing social worker is from a staff bank, the Group Manager, Family Placements will allocate a social worker from the Fostering Team to become their fostering supervising social worker following the Panel recommendation.
- 7.4.7 The assessing social worker will receive regular supervision throughout the assessment.
- 7.4.8 If the assessing social worker has concerns about the competence of the applicants, these will be addressed and may necessitate a joint visit with their supervisor or on rare occasions early presentation to the Panel for advice. Where the majority of the assessment has been completed and the assessing social worker and their supervisor are not recommending approval, the applicant(s) will always be offered the opportunity of the assessment being completed and presented to the Fostering Panel.

7.5 Approval

- 7.5.1 The assessing social worker will prepare the applicant(s) for attending the Bromley Fostering Panel. A leaflet and evaluation form will be designed to assist in this preparation. The completed assessment will be booked into a Panel in advance by the assessing social worker as agreed with the supervisor and the foster carers. The Draft Assessment Report will be shared with the supervisor prior to the meeting with the applicants.

- 7.5.2 The Assessment Report, together with any written observations or representations, will be submitted by the assessing social worker by the due closing date and will be passed to the Deputy Group Manager, Fostering who acts as the Professional Adviser to the Fostering Panel. Confirmation will be provided on the assessment being presented to Panel or the need for further identified work by the Group Manager.
- 7.5.3 The Panel agenda is drawn up by the Panel Adviser and the agenda time provided to the assessing social worker who informs the foster carer(s).
- 7.5.4 Reports are circulated to the Fostering Panel members six days prior to Panel. Panel meet with the assessing social worker and the foster carers(s) and could ask them to leave while the Panel comes to a recommendation. Social worker and foster carer(s) are then invited back into the Panel to hear the recommendation.
- 7.5.5 Following Panel, the Minute Taker writes up the panel recommendations on the 'Panel Decision Sheet' that is then passed to the 'Agency Decision Maker' to make the agency decision. The performance standard here is to make the decision within seven working days of the panel.
- 7.5.6 The signed 'Decision Sheet' is passed back to the Group Manager, Family Placements in order that the decision can be communicated in writing to the foster carer(s) within seven working days of the decision being made.
- 7.5.7 If the Agency decision maker is not minded to provide Agency approval in a particular application, the foster carer(s) are notified in writing that they have twenty-eight days in which to make written representation to the service. If Representation is made, the foster carers will be offered time at the next Panel convenient to both the Agency and the applicants to facilitate their attendance.

7.6 Support

- 7.6.1 Following approval, all foster carers will have an allocated fostering social worker from the Fostering Team who will support and supervise the foster carers.
- 7.6.2 The supervising social worker will support the foster carer in their work with the child and his/her family by providing information about divisional policy and procedures, relevant legislation and resources within and outside the department. These will be updated as and when changes occur.
- 7.6.3 When a child is placed with foster carers that child will have an allocated social worker who will offer support to the child and to the foster carers in their caring for the child.
- 7.6.4 A range of fostering support services are made available to foster carers:
- The supervising social worker should support the carer in their work, including the impact of fostering on the wider family.
 - The supervising social worker will undertake direct work with the child /children of the carer.

- Fostering support and training - foster carers meet a minimum of six times a year in support groups. They can access the training programme set up by the training section for all workers in the Safeguarding and Social Care Division. In addition, specific training courses are run to enhance the foster carers skills.
- A quarterly newsletter
- Access to services of Medical and Legal Advisers for advice, information and consultation in addition to their specific roles and functions.
- Financial support — foster carers will be paid an allowance as stated in the current policy on payments.
- The fostering social worker will ensure that the foster carer meets all the standards of care as set by the department and is responsible for assisting the carer in the development of their competencies and their career as carers.
- Specialist therapeutic support to children and their foster carers through CAMHS Tier 2 and Tier 3 /4 services.
- Funding for specific areas of work with the child and their foster carer e.g. identity work
- Assistance from the fostering service in ensuring that the views of the foster carer are heard in relation to care planning for a child in their care

7.6.5 The Bromley Foster Care Association meets bi-monthly and is financially supported by the Department. The Department meets regularly with members of the Committee of the Association to ensure an effective working relationship is maintained.

8. Summary of the Complaints Procedure

8.1 The information set out below at 8.2 is contained within the Fostering Policies and Procedures. In addition, all carers are given a copy of the Department's Complaints Procedure, 'Getting it Right'

8.2 The service that you receive from the Bromley Fostering Team is based upon:

- providing accurate and clear information about the service(s) provided
- doing what we say
- setting out timescales for the service(s)
- acting fairly and without prejudice in all dealings with service users

If you consider that we have surpassed these intentions in our dealings with you then please let us know. Compliments support staff in their work and assist in the planning and delivery of effective services.

Where you have concern(s) about an aspect of the service you have or are receiving, it is important that you first raise this with the person who has been dealing with you. If it is not clear who this is, then please contact the Fostering Team Duty Social Worker (☎ 020 8313 7701) in the first instance. Such open and direct communication often leads to a speedy and positive resolution of the concern(s).

Finally, you may consider that the service you have received from the Bromley Fostering Team has been poor or your concern(s) has not been addressed or resolved. In such circumstances, please direct your complaint (by letter, email, phone or through direct in-person contact) to the Group Manager, Family Placements. The Group Manager will respond within ten working days and will endeavour to 'problem-solve' your complaint with you to achieve

a mutually agreed outcome. If this is not possible, they will explain the Council's Complaints Procedure, '*Getting it Right*', and provide you with the written details of how to take forward your complaint to the next stage.

8.3 Alternatively a complaint can be made to the Complaints Officer:

CSC Complaints
3rd Floor, Stockwell Building
Bromley BR1 3UH
By phone: 020 8461 7644
By email: cypsosocialcarecomplaints@bromley.gov.uk

8.4 The Children's Guide to being looked after has been updated by the Living in Care Council.

8.5 An Information Leaflet for carers and social workers attending the Fostering Panel will be produced to help prepare for attendance as well as an evaluation form for comments on their experience of attending Panel.

9 Address and telephone number of Ofsted

Royal Exchange Buildings
St. Anne's Square
Manchester
Lancashire
M2 7EF

Tel: 0200 123 1231