

**chrysaliscare**  
transforming lives



# Statement of Purpose

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## **Chrysalis Care**

**“We believe in children they deserve the best...we provide it.....  
OUTSTANDINGLY”.**

### **Vision**

To be the acknowledged leader in terms of quality and value. In providing a unique fostering service to children looked after.

To transform the lives of children and young people through the quality of care they will receive in our experienced and caring families and through the provision of a comprehensive child centred children’s services team.

### **Mission**

This year we will achieve our vision by consolidating our operations in order to ensure that in each of our locations there is access to training, children’s services, and support, each reaching the high standards our customers require.

We will continue to ensure a quality service is provided at a competitive price

Our mission is made possible by our commitment to creativity.

Decisions are made by working together to achieve a set of shared values and beliefs. These are based on reliability, mutual respect, honest working relationships and the sharing of our knowledge, ensuring consistency and transparency throughout our delivery of service.

**CHRYSALIS CARE**  
**STATEMENT OF PURPOSE**  
**2008-2009**

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## 1.1 AIMS AND OBJECTIVES

### 1.1.1 AIMS

Chrysalis Care will provide good quality care for children by carrying out its duties and responsibilities, which are based on the Fostering Services Regulations and the National Minimum Standards, and the UK National Standards.

### 1.1.2 OBJECTIVES

- i Our practice will always be child-centred and it will respond to the needs of all children including the foster carer's own children.

We will aim to achieve this by designing policies and procedures and shaping all aspects of the work of the organisation which reflect our child-centred philosophy. The agency will be guided by the needs of the children in placement and their carers and central to this objective is our work in developing Children's services. Supervising social workers will work with carers to ensure that this happens in practice.

- ii We will provide family placements through our fostering service. Our objective is to transform the lives of children and young people by the quality of the care they will receive in loving and caring families.

We will aim to achieve this objective by ensuring that through the management, supervision, monitoring and reviewing processes, all our foster carers will follow Chrysalis Care policies and procedures and good practice guidelines.

- iii We will ensure that all our family placements reach the standards set by Government regulations.

We will aim to achieve this objective by striving to meet all the UK national standards and the National Minimum Standards through the monitoring and reviewing process. Where carers do not meet the required standards, this will be brought to their attention. The Fostering Panel will regularly discuss practice issues and following review; some carers will be required to follow an action plan to ensure their continued registration and approval.

- iv We will achieve and maintain good quality care through regular, supported needs-related training.

We will aim to achieve this by designing a comprehensive training support programme which meets the needs of all individual carers, taking account of their needs, their experience and any requests made by fostering panel.

- v We will achieve a consistent approach to the assessment of all families who apply to us as prospective carers.

We will aim to achieve this objective by following our policy on the assessment of carers which all assessors are expected to follow. Our assessment process is based on the competency model and incorporates work on attachment theory.

- vi We will provide services that are based on our belief and practice in anti-discriminatory and anti-oppressive methods of work.

We will aim to achieve this objective by paying close attention to the management and supervision structures. We will rely on the firm foundation that all our practices and all our training are based on equality of opportunity.

vii The team will seek to find a balance where some of these objectives conflict; aiming to find at all times, child-focused solutions.

We will aim to achieve this objective by acknowledging that tensions exist in trying to meet our objectives. Communication within the team will be open, and when necessary the fostering panel will be a forum for discussion.

viii We will develop systems, which will help us to predict future need, and this will allow us to respond flexibly to the demands made upon the service.

We will aim to achieve this objective by collecting data regularly, and organising management information systems. The results of which will be used as a tool to plan future service provision.

ix We will endeavour to maintain the resources we have – both our staff and our foster carers, in order to promote a feeling of stability and ownership in the work that we are trying to achieve.

We will aim to achieve this objective by being aware of the issues around retention. Our retention policy is based on support both to carers and staff, where everyone feels a valued member of the team and where there is an emphasis on personal and professional development.

x We will respond to national initiatives and trends, and keep up-to-date with the improvements in knowledge and practice through positive networking.

We will aim to achieve this objective by working in partnership with other professionals, and other agencies, for the benefit of the children we look after. We will closely liaise with BAAF and Fostering

Network and the Forum of Independent Fostering Agencies.

## **1.2 PRINCIPLES AND STANDARDS OF CARE**

Chrysalis Care is committed to ensuring the provision of a high-quality fostering service which guarantees the best possible standards of care, safety and protection for children and young people being looked after.

The policies and procedures of Chrysalis Care are designed to meet the National Minimum Standards, UK National Standards and the Fostering Regulations. The practice of the agency is therefore firmly grounded in the appropriate legislation and guidance.

Foster carers are expected to work actively with the children and young people in their care and their families to promote their health, education, emotional and behavioural well-being, their relationships (contact with their family and friends), self-care, identity and social presentation. It is the role of the supervising social workers to ensure that this happens. All carers have their own foster carer policies and procedures and their practice is, in turn, firmly grounded in legislation and guidance.

Chrysalis Care is committed to ensuring that foster carers receive the support and the training, which enables them to offer the best possible standard of care, safety and protection to children they care for. There are locally based support groups to facilitate attendance, and the training schedule is designed to meet the needs of all carers.

The following care principles underlie the service that Chrysalis Care offers.

- 1.2.1 Parents are the most important people in a child's / young person's life and children / young people should be brought up in their families where possible.
- 1.2.2 However, where the child / young person's safety cannot be promoted or protected within their own family, the removal of the child / young person may be necessary and alternative family care sought. In these circumstances fostering should be seen as a positive service.
- 1.2.3 Where a foster placement is being considered, the wishes and feelings of the child / young person, the parents and other significant people must be sought and taken into account. We will give placing authorities as much information as possible about the carers in order that the child and their family can be part of an informed decision making process. A family book will be given to the local authority to share with the child and their parents.
- 1.2.4 Parents are positively encouraged to be part of the planning process for the child. The foster carer does not assume parental responsibility for the child and they will encourage parents to be actively involved in decision-making.
- 1.2.5 Children and young people should be placed as near as possible to their natural families where appropriate. Siblings should be placed together, again where appropriate.
- 1.2.6 Any placement must take into account the child or young person's religious, racial, cultural and linguistic needs. A child or young person's

disabilities should also be taken into account. Where a placement means that a child is not matched appropriately, work will be planned that will ensure that unmet needs are considered within six weeks of placement.

- 1.2.7 Work within the placement should be focused on achieving the objectives set out in the individual care plan.
- 1.2.8 Regular contact should be encouraged in safe surroundings, normally the foster home, between the child / young person and their family, within the terms of the individual placement agreement.

#### 1.3.4 **STATEMENT OF POLICY**

### **1.3 EQUAL OPPORTUNITIES**

- 1.3.1 Our most important principle is to act in the best interests of the child. The work of Chrysalis Care is based on its belief that all people are individuals in their own right and are of equal worth. With this in mind, it seeks to promote the organisation as one of equal opportunities. This means that all aspects of its work, the people with whom we work and those we employ are not discriminated against on a basis of their race, culture, religion, physical or intellectual ability, gender, sexual orientation or age.
- 1.3.2 Chrysalis Care recognises that many of the difficulties faced by the children with whom we work arise from injustice within the social structure. Chrysalis Care will challenge such injustice in the many ways that it impacts on the children in its care. It will also ensure that its own services are anti discriminatory and positively promote the best possible life chances for these children.
- 1.3.3 The work of the agency is based on our beliefs concerning equality of opportunity and therefore our policies and procedures reflect this. Our policies are reviewed every year and each one is considered in its ability to meet anti discriminatory and anti oppressive standards and practices. The advisory panel will monitor issues of race, disability and gender, as they apply to the children in placement, carers and the staff group

1. We recognise that discrimination is unacceptable and although equality of opportunity has been a long standing feature of our employment practices and procedure, we have made the decision to adopt a formal equal opportunities policy. Breaches of the policy will lead to disciplinary proceedings and, if appropriate, disciplinary action.
2. The aim of the policy is to ensure no job applicant, employee or worker is discriminated against either directly or indirectly on the grounds of race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status , sexual orientation, gender reassignment, age or disability.
3. We will ensure that the policy is circulated to any agencies responsible for our recruitment and a copy of the policy will be made available for all employees and made known to all applicants for employment.
4. The policy will be communicated to all private contractors reminding them of their responsibilities towards the equality of opportunity.
5. The policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice.
6. We will maintain a neutral working environment in which no employee or worker feels under threat or intimidated.

## **1.4 THE NATIONAL FRAMEWORK FOR CHANGE 2005-2006**

### **1.4.1 The Children Act 2004**

Chrysalis Care will listen to and take notice of the outcomes of research produced by the Childrens Commissioner and the Childrens Rights Director in the updating, planning and delivery of its services for children.

In this way we can be at the forefront of championing the views and interests of children and young people.

As a key partner in improving childrens well being, Chrysalis Care will work cooperatively with Local Authorities and other agencies.

As a key agency we will work to safeguard and promote the interests of children.

Chrysalis Care will keep accurate information which is up to date and appropriately accessible in order that there can be an effective and efficient sharing of information and knowledge.

### **1.4.2 Every Child Matters**

Chrysalis Care has a unique part to play in the improvement of outcomes for children.

We are able to promote opportunity, prevent more problems for children, and assist early on with effective action when problems do arise.

We can work to provide local placements so services can be

reconfigured around the child and the family in one place.

We will work on our own leadership skills, through the investors in people programme, to ensure that leadership in this agency is dedicated and enterprising in order that positive outcomes can be assured.

We will work hard with our key partners, to develop a shared sense of responsibility for protecting children from harm and safeguarding them.

We understand the importance of listening to children, young people and their families in the planning of our services.

### **1.4.3 The five outcomes**

Chrysalis Care understands the importance of the five outcomes,

Being healthy

Staying safe

Enjoying and achieving

Making a positive contribution

Achieving economic well being

Through our Childrens Services we have already focused on these issues and our work with children can be naturally extended within the outcomes framework.

The strategic plan for Childrens Services will this year follow this framework with the 25 specific aims.

Chrysalis Care will be an effective partner in any Local Authorities Childrens Trusts arrangement, and will endeavour to actively participate in the principles of

- Being a integrated part of the front line services that are built around childrens needs.
- Joint working
- Recognising the importance of planning
- Acceptance of shared ownership and accountability

## **2.1 CHILD PROTECTION** **“Staying Safe”**

- 2.1.1 All Chrysalis Care carers are thoroughly assessed before any child is placed with them.
- 2.1.2 In all matters of child protection the child’s health and welfare are our most important considerations.
- 2.1.3 Chrysalis Care management, carers, permanent and independent staff have a duty to protect from accidental and non-accidental harm, children for whose care and safety they share a responsibility.
- 2.1.4 Chrysalis Care ensures the active co-operation of its permanent and independent staff, and carers, with host and placing social services departments and the police, where this is required, at all stages of child protection investigations and conferencing and in furthering the protection of children in their care.
- 2.1.5 Chrysalis care managers, carers, permanent and independent staff work in partnership with parents and relevant agencies in furthering child protection plans.
- 2.1.6 Chrysalis care will endeavour to maintain links through host SSDs with the ACPC. Our aim is to practice within local ACPC standards, procedures and protocols.
- 2.1.7 Chrysalis Care provides for permanent staff and carers, a programme of up to date, quality child protection training, relevant to their specific duties and responsibilities. Attendance at child

protection training is a requirement for all carers and identified staff.

- 2.1.8 Chrysalis care ensures that carers are made aware of care and protection issues where these have been made known to us, when caring for children who have been abused. This applies not only to fostered children but also to themselves and their families.
- 2.1.9 Chrysalis Care carers understand that children can abuse other children and regards both children in such circumstances as needing protection.
- 2.1.10 The manager maintains a register of all child protection referrals, using this information to:
  - i Notify OFSTED
  - ii Improve the child protection services of Chrysalis Care.
- 2.1.11 All allegations or suspicions concerning abuse of children by carers or permanent or sessional staff, in the various forms and levels that it can take, are pursued through channels considered appropriate by both Chrysalis Care and the relevant placing authority. The agency will alert the placing authority of concerns or allegations and it is committed to following the authorities Child protection procedures.

## **2.2 SAFETY IN THE HOME ENVIRONMENT**

- 2.2.1 All Chrysalis Care carers go through a competency assessment process before any child is placed with them, part of which is a health and safety check.
- 2.2.2 Chrysalis Care foster carers are expected to maintain their homes to comfortable, clean and safe standards. There is an agency health and safety policy that all carers must follow.
- 2.2.3 Carers must adhere to safe practices in the home and garden. These can be checked against the Chrysalis Care safety checklist
- 2.2.4 Carers adherence to safe practices by means of the supervisory social worker's visit.
- 2.2.5 Where alterations in the home or garden have to be made, or practices altered to make safe an item or the environment, plans and time scales are discussed and agreed with Chrysalis Care.
- 2.2.6 Applicants who keep dangerous dogs as identified by the Dangerous Dogs Act will not be considered for assessment by Chrysalis Care
- 2.2.7 Applicants who smoke will not be considered suitable to care for children between the ages of 0-5. This follows the B.A.A.F guidelines.

### **3.1 DISABILITY**

- 3.1.1 Chrysalis Care provides care for children, some of whom may be living with physical, emotional, learning or multiple disabilities. In assessing foster carers, Chrysalis Care ensures that carer's special skills and expertise, together with the range of children's needs to which they can respond are identified.
- 3.1.2 Chrysalis Care makes every effort to ensure that the proposed carers skills and expertise offer the best possible match for the assessed needs of the referred child.
- 3.1.3 Chrysalis Care ensures that, through review and appraisal, carers caring for children with disabilities maintain the currency of their knowledge and skills. Where necessary, relevant training is arranged.
- 3.1.4 Throughout the time carers are caring for children and young people with disabilities, the carer encourages and assists them to develop an optimum level of independence.
- 3.1.5 Chrysalis Care aims to ensure that children living with disabilities are fully integrated in their foster homes, schools and communities and have rights and opportunities that all children should have.
- 3.1.6 Chrysalis Care carers ensure that children in their care who are disabled are helped to lead a full, rewarding and enjoyable life. They challenge where necessary institutional discrimination which inhibits this freedom.
- 3.1.7 Carers encourage children in their care who have disabilities to have links with their disabled peer group and to value these.
- 3.1.8 Carers caring for children with a disability take steps to understand the nature of the disability and any special needs arising from this. They are encouraged to make links with relevant user and carer support groups.
- 3.1.9 Carers take all necessary steps to ensure that the child's special needs are fully assessed and catered for. Carers act as the child's advocate in ensuring that children in their care enjoy the highest standard of medical, educational and social care.

### **3.2 CHILDREN'S HEALTH "Being Healthy"**

- 3.2.1 Chrysalis Care recognises that healthy children are generally more able to withstand day-to-day illnesses and, when they do become ill, they are more likely to recover quickly. Healthy children usually do well at school and are better able to deal with stress.
- 3.2.2 Chrysalis Care promotes good health through valuing and nurturing the children they care for, attending to their primary health, dental and ophthalmic needs, encouraging them to develop a healthy lifestyle, eating healthily and taking regular exercise. Chrysalis Care recognises that having fun and staying safe are important aspects of being a healthy child.

- 3.2.3 Chrysalis Care cares for children who may, whether they know it or not, live with transmittable conditions, including the HIV virus. Carers maintain high standards of hygiene in line with the expectations of Chrysalis Care. Chrysalis Care believes this offers an appropriate and safe environment for children and adults living together.
- 3.2.4 Chrysalis Care ensures that children who become ill or who are the victims of accidents receive the best possible available care and are fully supported through their treatment.
- 3.2.5 Chrysalis Care carers ensure that, from the earliest appropriate time, children have access to information about their sexual development and the need to safeguard their sexual health.
- 3.2.6 Chrysalis Care carers understand the need to support young people in their care as they develop their sexual identity, reassuring and valuing them during this process.
- 3.2.7 Chrysalis Care believes that passive smoking causes harm to children. Carers do not smoke in the presence of children placed with them or in rooms where the children spend long periods of time. Carers do not take young children into smoky atmospheres when away from home. Chrysalis Care does not approve carers who smoke for children between the ages of 0 and 5.
- 3.2.8 Chrysalis Care does not support the misuse of alcohol and drugs and does not recruit or maintain on their register of approved carers those who do misuse these.
- 3.2.9 Chrysalis Care expects its carers to provide a model of healthy living to which the children cared for can aspire.
- 3.2.10 Chrysalis Care carers reinforce health programmes and information promoted by schools.
- 3.2.11 Chrysalis Care will through the development of a post designed to promote the health of children, assist carers to both undertake health and, and access local and national resources.

## **4. EDUCATION AND LEISURE** **“Enjoying and Achieving”**

### **4.1 EDUCATION**

4.1.1 Chrysalis Care considers education to be of the utmost importance in the child and young person’s journey towards realising his or her full potential. Chrysalis Care aims to ensure that each child and young person has opportunities to further their education according to their age and ability.

4.1.2 Chrysalis Care carers, with support, are proactive in identifying local schools and other educational resources which can meet a range of educational needs. Carers are committed to pursuing appropriately the school placement of choice for children and young people placed with them.

4.1.3 Carers liaise effectively and co-operatively with schools concerning children’s educational progress, behaviour, social integration and other aspects of school attendance.

4.1.4 Carers ensure that children and young people in their care are actively supported in school activities such as open evenings, medicals school plays and sports days etc.

4.1.5 Carers ensure that children and young people in their care are always cleanly and appropriately dressed for school, attend school regularly and are punctual and have the necessary equipment.

4.1.6 Carers positively promote education in all the above ways and encourage children to appreciate

learning as something that continues when they arrive home from school. Carers assist children when necessary and ensure quiet time and a place to do homework.

4.1.7 Carers encourage children and young people in their care to appreciate learning in all aspects of their lives and give them opportunities to broaden their understanding and view of life in a wide context.

4.1.8 Chrysalis Care takes the view that children’s education is the responsibility of the Education Authority. Where, on a temporary basis, the Education Authority can provide home tuition, Chrysalis Care, makes arrangements for this to be supplemented where necessary by extra tuition time. It is possible for the agency to provide tutors.

4.1.9 Within Chrysalis Care the Childrens Services a worker promotes the education of children and will assist carers in this task.

4.1.10 Chrysalis Care can offer the services of a qualified teacher to assist excluded children where necessary, and offer one to one tuition, and also locate other educational services required.

## **4.2 LEISURE**

4.2.1 Chrysalis Care carers think creatively about the interests and the individual needs of the children and young people placed with them and makes available opportunities for them to join children and youth organisations or community leisure activities. Carers make time available for children and young people and help them to access reading material both in the home and through membership of local libraries.

4.2.2 Carers recognise the provision of a broad-based activity programme as important to the well being of children and young people. Some children show particular potential or talents in activities such as sport, music and other leisure opportunities. Carers support the development of such potential and talent while ensuring that children and young people have opportunities to engage in a wide range of other activities.

4.2.3 Chrysalis Care recognises that some leisure activities are expensive. Chrysalis Care's judgement on the funding of such activities, either through Chrysalis Care directly or by supporting a request to the placing authority is always based on the immediate and long-term best interests of the child.

## **5. CHRYSALIS CARE**

### **5.1 THE COMPANY**

Founded in 1997, Chrysalis Care is a Limited Company and aims to bring together 'looked after children' and well-trained, well-supported and well-motivated foster carers in a thoughtful and considerate way. Chrysalis Care is determined to offer personal attention to the daily concerns of foster carers and the children they look after.

Based in Bexleyheath, in the London Borough of Bexley Chrysalis Care offers a local service to the London Boroughs and neighbouring counties by means of foster carers spread throughout this area.

Chrysalis Care is a corporate member of the Fostering Network and a Member of the British Agencies for Adoption and Fostering.

Chrysalis Care has also been approved by Pan London.

Chrysalis Care has a Memorandum and Articles of Association that can be inspected.

### **5.2 THE MANAGEMENT STRUCTURE**

The governing body has clear procedures for controlling the activities of Chrysalis Care and ensuring quality performance.

The three Directors are Lynda and Louis Boden and Allé Pflaumer and are the Governing Body of the company. All activities of Chrysalis Care are monitored and evaluated by the Directors. All staff and foster carers are directly accountable to the Management Team. The Directors hold weekly meetings with the Registered Manager & Customer Manager to discuss

the activities of Chrysalis Care and to ensure quality is maintained.

The Governing Body meets with an Advisory group, which takes an external view of Chrysalis Care and helps to ensure a high level of quality. The advisory group also acts as Chrysalis Care's fostering panel.

Chrysalis Care operates a clear management structure with shared accountability, management and monitoring by people with appropriate skills and or qualifications.

The Directors of Chrysalis Care share, overall responsibility, accountability and monitoring roles. Each Director carries special responsibility for certain aspects of Chrysalis Care's activities and for maintaining communication with others involved in the work of Chrysalis Care.

Chrysalis Care has a set of principles and standards governing financial management.

## 5.3 STAFF

### DIRECTORS

#### Managing Director

##### **Lynda Boden**

Certificate in Supervisory Management C.C.Y.W

#### Director

##### **Lou Boden**

Team Manager / Senior S.W

#### Director

##### **Allé Pflaumer**

Masters Degree in Play Therapy  
Post Graduate Diploma in Play Therapy  
B Ed Primary Honours Degree

### MANAGERS

#### Registered Manager

##### **Paul Corner**

BSC (Hons) Philosophy & Psychology of Human  
Communication.  
Diploma of Higher Education – Social Work.  
NVQ level 4 Registered Managers Award

#### Customer Manager

##### **Patrick Gillen**

BA (Hons) Sociology  
CQSW

#### Fostering Services Deputy

##### **Andy Humphreys**

Diploma in Social Work  
Health and Social Care NVQ4  
Practice Assessors Award

#### Service Development Manager

##### **Jo Oliver**

Degree in advertising media & marketing  
Masters in therapeutic Child Care  
Certificate in teaching and further education  
Certificate in supervision studies  
NVQ Assessor Award A1  
Certificate in part-time youth work  
Currently undertaking – registered managers award  
& Doctorate in education

### SOCIAL WORKERS

#### Senior Social Worker

##### **Sarah Eghan**

BA Social Work (First Class Honours)  
Post Qualifying Childcare Award

#### Senior Practitioners

##### **Teresa Copley**

Diploma in Social Work  
Diploma in Applied Social Science  
Postgraduate Diploma in Advanced Social Work  
CRUSE Bereavement Counsellor  
AEB/CSCT Diploma in Counselling  
AEB/CSCT Certificate in Counselling Skills  
AEB/CSCT Certificate in Counselling Theory

#### Senior Practitioner / Marketing Co-ordinator

##### **Sarah Boden-de Mel**

BTEC National Diploma in Social Care  
DIPSW  
Diploma in Applied Social Studies

#### Social Workers

##### **Matthew Johnson**

CQSW  
Practice Teacher Certificate

##### **Sue Griffin**

BA Hons. French  
CQSW  
Postgraduate Certificate of Education

##### **Steve Hall**

DIPSW

##### **Katy Lam**

Batchelor of Social Work

#### Social work assistant

##### **Julie Kidd**

Diploma in pre-school practice  
NVQ III Caring for children & young people  
Direct work with children  
KCPC Child Protection  
Communicating & protecting disabled children  
Currently undertaking Social Work Degree

## **CHILDREN'S SERVICES**

### Children's Services Co-ordinator

#### **Joanne Lucy**

Pitmans secretarial course  
BEd (Hons) Primary and Art

### Children's Services Support Worker

#### **Richard Smith**

AAT - NVQ Levels, 2 3 & 4

### Play Therapist

#### **Allé Pflaumer (Director)**

Masters Degree in Play Therapy  
Post Graduate Diploma in Play Therapy  
B Ed Primary Honours Degree

## **OFFICE ADMINISTRATORS**

### Human Resources Administration Manager & PA to the Directors Manager

#### **Lidia Bridge**

Certificate in Personnel Practice  
Certificate in Computer Literacy & Information  
Technology  
NVQ in Administration

### Office Manager

#### **Julie Collins**

Cache Diploma in Pre-School Practice Level 3.  
Certificates in computer studies, business studies,  
maths & english.  
BAAF Panel Administration

### Senior Finance Administrator

#### **Rosalyn Howard**

ECDL  
Certificates in Typing, Commerce and Word  
Processing Packages  
Diploma in Manual Bookkeeping and SAGE.

### Assistant Finance Administrator

#### **June Pender**

RSA Stages 1 & 2 in Typing  
RSA Stages 1 in Computer Studies

### Admin Office Administrator

#### **Anne de Silva**

*Administrative Assistant (HR) Checks*  
NVQ in Computer Programs & Graphics Design  
First Certificate in English  
Pitman's Certificates in Shorthand/Typing

### Admin Office Administrative Assistants

#### **Angelina Ingram**

*Administrative Assistant Learning & Development  
(HQ)*  
NVQ in Office Administration  
Business Skills Diploma

#### **Karen Young**

*Learning & Development Administrator*  
Pitmans - Diploma in Elementary Typing  
OCR (RSA) - Computer Literacy & Information  
Technology - Level 1 Diploma  
RSA Integrated Business Technology – Level 3  
Diploma

#### **Jyoti Mistry**

*Office Junior*  
London Chamber of commerce & Industry -  
Business administration  
BTEC National Diploma - Business & Finance  
HND - Business & Finance

## **INDEPENDENT WORKERS**

- 3 Independent Reviewing Officers**
- 8 Independent Form F Assessors**
- Independent Trainers**

### **5.3.1 The Directors**

Lynda and Louis Boden were themselves Foster Carers and have between them 40 years' experience in both social work and fostering adolescents.

Lynda Boden is a qualified Youth and Community worker with many years experience within a field social work team (adolescent resources), providing support to young people in care. She also holds a national qualification in Supervisory Management.

She was instrumental in establishing a Leaving Care team within a large London Borough. She has devised and implemented a Life Skills training course for young people in both residential and foster care. She has also initiated a training pack for foster carers, which the Fostering Network has produced on a national level.

Louis Boden was formally a senior Social worker for Kent Social Services, specialising in work with young offenders and group work with victims of abuse. Louis has developed his management skills within the private sector by managing a variety of children's homes in south London including a therapeutic resource for damaged young women.

He has studied therapeutic strategies in the institute of group analysis and at the London Centre for Psychotherapy. He has completed a course in family therapy at the University of Kent at Canterbury.

Alle Pflaumer is the daughter of Louis and Lynda Boden and therefore grew up in a fostering family. Alle went on to train as a teacher and specialised in working with children excluded from school, Looked After Children and children with Autism. After a number of years of teaching Alle retrained

and gained a Post Graduate Diploma in Play Therapy and later on the Masters Degree in Play Therapy. Alle joined the company in 2001 bringing with her the skills and experiences to set up and develop the Children's Services department. In 2004 Alle became a Director.

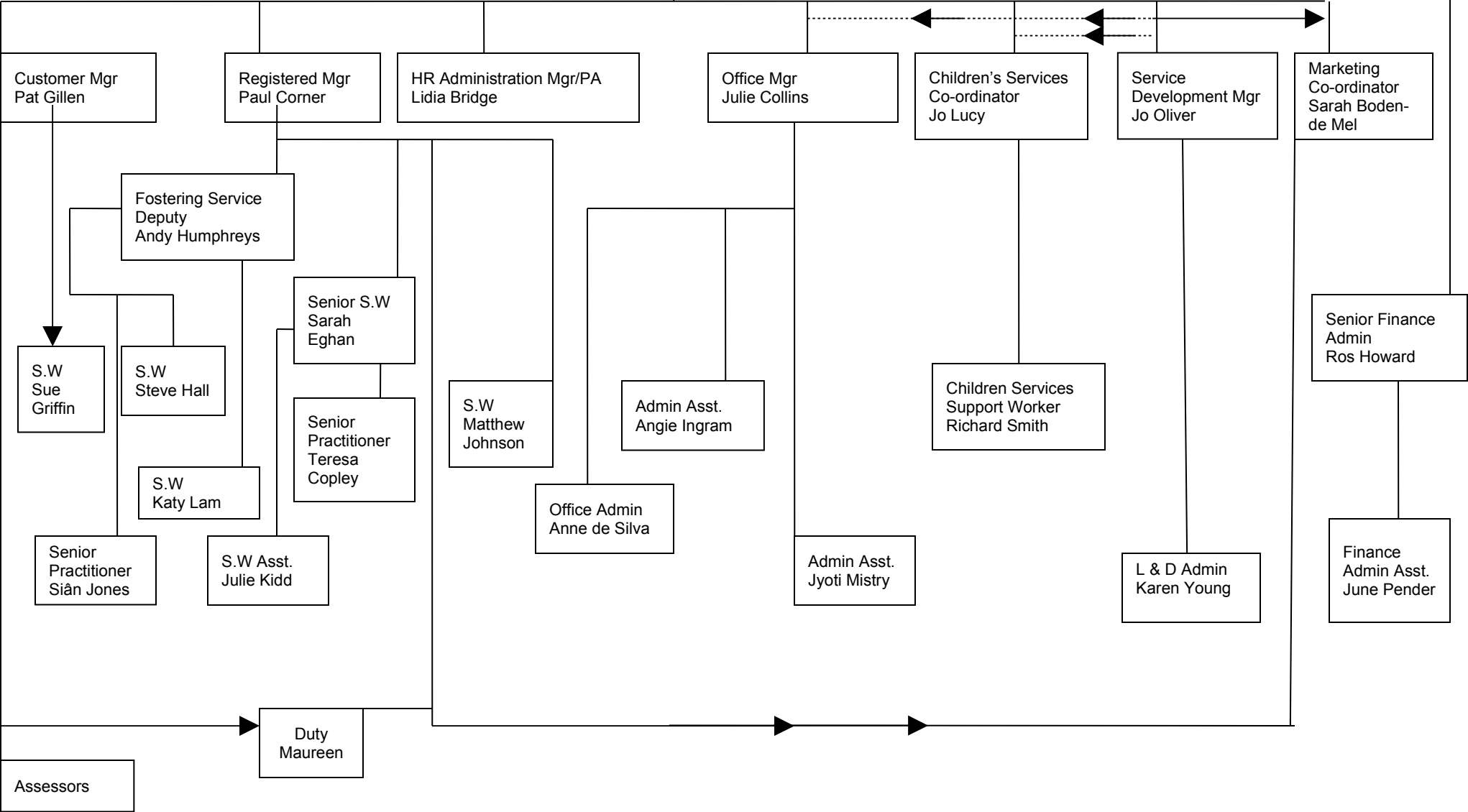
### **5.3.2 The Registered Manager**

Paul joined Chrysalis Care in 2003 with 17 years experience of working with children and families. He has worked as a Social worker and Team manager within fostering for 11 years. Paul came to us with a wealth of experience and has developed his role within Chrysalis Care over the last 6 years and is now our Registered Manager.

### **5.3.3 The Fostering Advisory Panel**

The panel has two distinct functions. It acts firstly as a source of expert advice and support to the Directors. To this end it reviews both the activity and the quality of work of Chrysalis Care. Secondly, it acts as Chrysalis Care's Fostering Panel, appointing new foster carers and monitoring current foster carers by means of the Annual Reviews. It also considers complaints and allegations. There are ten panel members.

Lynda Boden Lou Boden Allé Pflaummer  
Directors



PROVISION OF SERVICES

ORGANISATIONAL MAP

CHILDREN'S NEEDS

**To be supported, listened to, to have their views taken into account in decision making.**

**To be cared for, nurtured and taught.**

**To have fun, to learn, to be healthy, to have their rights acknowledged.**

(1)

**STRATEGIC PLANNING BY THE GOVERNING BODY AND MANAGEMENT TEAM.**

(2)

**CHRYSALIS CARE POLICIES & PROCEDURES.**

(3)

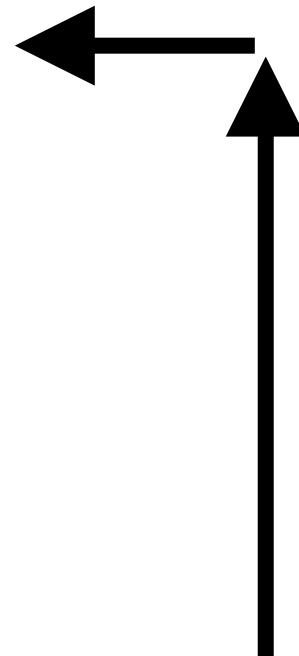
**PROVISION OF SERVICES AND CHILDREN'S SERVICES.**

(4)

**SUPPORT TRAINING SUPERVISION OF CARERS.**

(5)

**SUPPORT TRAINING SUPERVISION OF STAFF, SOCIAL WORK AND ADMINISTRATIVE.**



## **6.1 Service Provided**

Chrysalis Care understands that nationally, major improvements in foster care services are required, as outlined in the cost of foster care Report 2005. We know that our partners in the Local Authority have to make efficiency savings for the future whilst the government objective is to improve services by reducing the number of moves, improving education outcomes, improving the chances, having placements close to home, improved matching and the provision of therapy for children who can't cope with family life.

Our workforce is skilled and effective in multidisciplinary tasks and our common care competencies is the ability to put skill and knowledge into practice.

Chrysalis Care pays its carers above the recommended rates and our services are not under funded as we recognise that our carers are part of the child care workforce, and agree with Sinclair's conclusion in his 2005 report Fostering Now, and the DFES draft consultative document 2005, that carers are the lynch pin of a successful system.

Into these principles in mind we have designed the following services.

## **SERVICES PROVIDED**

Chrysalis Care offers a culturally sensitive service for children and young people aged up to 18 years of age, of various ethnic origins, who are not able to live with their own families and whose needs can be best met by being accommodated in a family setting.

Chrysalis Care aims to provide a range of placements for children and young people, both short and long term with a view to:

1. Creating space in a relationship and providing short breaks of care for children and young people and their families.
2. Rehabilitating children and young people back with their families.
3. Preparing children and young people for moving on to a permanent placement where they cannot return home safely.

Chrysalis Care aims to provide a placement for a wide range of children and young people of all ages, including sibling groups and those with special needs.

Chrysalis Care offers a team of committed, skilled foster carers supported by professionals in the field of childcare. These professionals have a wide range of experience of working with children who have suffered emotional, physical and sexual abuse.

### **6.11 Short Term Breaks**

Short breaks are provided for children living with parents, family members or in residential establishments such as

boarding schools. These enable regular carers to benefit from a break.

### **6.12 Respite placements**

Foster Carers within our resource who require short planned breaks due to the challenging nature of a placement will be able to use their approved back-up carers.

### **6.13 Medium term placements**

Medium term placements are provided in caring families where social workers, parents and the foster carers can contribute to well thought out care plans for the child.

### **6.14 Emergency placements**

Breakdowns in placements often happen very suddenly, leaving social workers with a dilemma at very short notice. Chrysalis Care can ease these situations by providing family placements with foster carers who understand the trauma children experience in these unfortunate circumstances.

### **6.15 Supervised access**

In some cases, it is necessary to provide an experienced supervisor to enable contact between parent and child to take place. Chrysalis Care can provide this service.

### **6.16 Long term placements**

In appropriate circumstances it may be in the best interest of the child to become integrated into a foster family on a long-term basis. This arrangement can provide continuity and stability for the child and provide the secure base from

which to venture into the world of education and perhaps therapy.

### **6.17 Children's services**

#### **"Making a positive contribution & achieving economic well being"**

As part of Chrysalis Care's expanding services we provide much more support and information to children and carers. The Children's Services Team consists of a part time Children's Services Manager who is a qualified Teacher, and a full time Children's Services Support Worker.

Chrysalis Care aims to provide a foster care solution to Local Authorities that is creative, responsive and friendly as well as **quality and value for money**. As part of our comprehensive package Chrysalis Cares Children's Services Team offers:

#### Aims

- 1) Provide Therapy
- 2) Life Story Work
- 3) Provide an education service
- 4) Provide health information / training
- 5) Provide leisure information / activities
- 6) Provide leaving care training & support
- 7) Provide opportunities to listen to children, through support groups, questionnaires, newsletters etc.
- 8) Co-ordinate social events
- 9) Provide consultation days for carers and children.

10) Help build children's self esteem, provide welcome packs, visits to children, social events, support groups etc.

11) Support carers in supporting children, training on attachment, listening to children, playing with children, ways of dealing with difficult behaviour, devising behaviour management programmes and child friendly care plans.

12) Arranging assessments.

13) Data Collection  
In the national survey. Being Fostered, by Roger Morgan the children Right Director (2005), the top ten findings have been incorporated into the childrens services strategy

## **6.2 TERMS AND CONDITIONS**

1. The placing agency will be deemed to have accepted the Terms and Conditions as laid out in the document Terms and Conditions when a placement is made.
2. Items falling outside the basic placement fees will be payable by the placing agency, either at the rate set for the item or, where there is no set fee, through negotiation.
3. Invoices for planned placements will be sent one month in arrears and will be payable within 30 days. Interest will be charged after that time on unpaid accounts at the current base interest rate plus five per cent.

4. We expect local authorities to hold a placement agreement meeting within 14 days of the date of placement.
5. Where the child has been in placement for six months or more, there should be 28 days notice of termination of placement or charges in lieu. If the child has been in placement for less time, seven days notice is required.
6. Chrysalis Care will make every effort to maintain placements in accordance with the care plan. In the event of unforeseen difficulties or emergencies, Chrysalis Care will place a child with alternative carers where possible and inform the placing agency at the earliest opportunity. In other circumstances, Chrysalis Care will endeavour to give 28 days notice of the need to move a child.
7. If a placement is being reserved, payment of 75% of the normal charge will be required.
8. Chrysalis Care will provide, through reputable insurance companies, the necessary insurance cover specified in the London Boroughs Fostering Contract, namely, Employers, Liability, Public Liability and Professional Indemnity.

## **TERMS AND CONDITIONS**

Terms and conditions as stated in the Pan London Contract will apply to members of the Pan London Consortium. The placing authority or their representatives will be deemed to have accepted these terms and conditions when a placement is made.

The basic placement fees include:

1. Maintenance allowance to carers
2. Clothing allowance
3. Pocket money/personal expenditure
4. Birthday money
5. Christmas money
6. Local travel expenses
7. Household Expenses
8. Food Money
9. Holidays in the UK

The basic fees do not cover the cost of the following items:

1. Initial clothing and school uniform expenses.
2. Excessive travel / escort expenses.
3. Psychiatric and psychological reports.
4. Education / tuition fees
5. Therapy and counselling sessions
6. Expensive input for a child's special needs.
7. Holidays abroad.

Chrysalis Care reserves the right to amend these terms and conditions subject to 28 days notice.

### **6.3 FEE STRUCTURE, APRIL 2009**

Child (0-12): £801.23 per week

Young person (13-18): £847.98 per week

Special fees for children with disabilities are dependent on individual needs.

## **7. RESPONSIBILITIES OF SOCIAL WORKERS FROM THE PLACING AGENCY**

1. Chrysalis Care expects that children's social workers will provide all the necessary documentation either before or at the point of admission of a planned placement. Basic information about a child should be provided in an emergency and should be supplemented with full documentation within 24 hours of the emergency placement.
2. Chrysalis Care expects social workers to visit the foster homes and undertake all other duties in relation to the children in accordance with legal requirements and the structure laid down in the looked- after children forms.
3. Before a planned placement:
  - A. The essential information Records Parts 1 and 2 will have been filled in and be available.
  - B. The LAC placement plan (part 1). Placement agreement will have been filled in and signed by the foster carer.
  - C. The LAC placement plan (part 2). Day-to-day arrangements will have been filled in. Failing this, it should be completed and provided to the foster carer no later than 24 hours of the placement being made.
  - D. Each child has a care plan, which is reviewed and updated on a regular basis.
  - E. Reviews will have been held as required by regulation and looked after review minutes received by

Chrysalis Care within 14 days of the review.

- F. The appropriate assessment and action record will have been filled in.
4. In an emergency, Chrysalis Care expects as a minimum.
  - A. The Essential Information Record, Part 1
  - B. The LAC Placement Plan (part 1). Placement agreement filled in and signed by the foster carer.

## **8.1 RECRUITMENT OF FOSTER CARERS**

- 8.1.1 Chrysalis Care has a recruitment strategy based on careful examination of referral data.
- 8.1.2 Chrysalis Care seeks to provide a suitable range of placements to take account of differences in ages, gender and ethnic background and the disabilities of the children referred.
- 8.1.3 Chrysalis Care recognises and values previous experience but considers every application on its own merits and in accordance with its established policies and procedures.
- 8.1.4 Chrysalis Care recognises and values learned child-care skills but equally values and seeks to recruit prospective carers who demonstrate a genuine liking of children and personal qualities such as warmth and humour.
- 8.1.5 Chrysalis Care, in accordance with the Fostering Regulations, carries out rigorous checks, which include CRB, Local Authority, Health, Education, NSPCC, Housing, and Finance. A medical check is required from each prospective carer's GP
- 8.1.6 Chrysalis Care requires two personal references and takes these up by visiting the referees. Telephone checks are made subsequent to the visit.
- 8.1.7 Chrysalis Care has adopted the BAAF smoking policy.

8.1.8 Chrysalis Care does not accept applications from people whom misuse drugs and alcohol.

8.1.8 Using our referral data, Chrysalis Care will regularly up date its recruitment strategy.

8.1.9 This year we are looking to recruit more carers for teenagers, black children, for respite care and sibling groups. Our target areas are London, Luton and Essex.

## **8.2 ASSESSMENT, APPROVAL AND REVIEW OF FOSTER CARERS**

### **8.2.1 Assessment**

- 1) Prospective foster carers, having been screened through the initial recruitment processes are fully assessed by a social worker competent in assessment skills and skilled in completing the updated BAAF competence based Form F.
- 2) At any time, during the assessment process a prospective carer can withdraw, or Chrysalis Care can decide to discontinue the process. In either situation the person is treated with honesty and offered support appropriate to their needs. If the decision to discontinue the process is Chrysalis Care's the person will also receive a written explanation.
- 3) All carers must complete a preparation and assessment group (Skills to Foster) and

provide a portfolio of evidence of competence.

- 4) All Form F assessments are competency based and incorporate adult attachment work.

### **8.2.2 Approval**

- 1) The Chrysalis Care Fostering Panel is responsible for ensuring, through consideration of verbal and written reports, that the assessment process has been adequately carried out and the requirements of law and agency policy are fully adhered to.
- 2) The panel decides whether or not the applicant (s) should be recommended for approval as foster carer (s) and taking into account the assessing social worker's views, establishes the numbers, ages and gender of children to be cared for at any time.
- 3) The prospective carer is invited to attend the panel meeting for the purpose of clarifying issues where this is sought by panel members.
- 4) The fostering panel is attended by a professional advisor from Chrysalis Care.
- 5) Panel is advised by a medical and legal advisor.

### **8.2.3 Review**

All foster carers are subject to an annual review of their suitability and competence to continue as a foster carer. Chrysalis

Care carers are also reviewed following a complaint, allegation or problem or as a major change in circumstances or at the carer's requests.

## **8.3 TRAINING FOR FOSTER CARERS**

8.3.1 Chrysalis Care's training strategy aims to provide excellent training on a wide range of topics related to foster care and appropriate to the needs of foster carers, staff and others in the organisation. The programme is led by internal and external trainers.

8.3.2 Chrysalis Care maintains, through supervisory social worker reports and annual reviews, an up to date profile of training completed by carers and an indication of carers, further training needs.

8.3.3 Chrysalis Care organises and supports peer group meetings, which offer both support and learning experiences for foster carers.

8.3.4 The training strategy covers:

- 1) Initial preparation and assessment prior to approval Skills to Foster.
- 2) Basic Foundation or Induction training accessed 'on line'.
- 3) A set of mandatory courses for all carers plus special interest courses based on Review Decisions.
- 4) An NVQ support package.
- 5) Post NVQ training in specialised areas such as counselling skills.

## THE FOSTERING RESOURCE

October 2009

Total number of carers at **80 (households)**

Total number of newly-approved carers -

Total number of carers who have left the agency in above period -

### OUR CARERS LIVE IN THE FOLLOWING LOCATIONS

<b>BEDFORDSHIRE (5)</b>		<b>GREENWICH (12)</b>		<b>MERTON (1)</b>	
Luton	2	Abbey Wood	1	Mitcham	1
Stopsley	1	Eltham	2		
Milton Keynes	1	Plumstead	5	<b>NEWHAM (2)</b>	
Wootton	1			Forest Gate	1
		Plumstead	1	Manor Park	1
<b>BEXLEY (11)</b>		Common			
Belvedere	1	Woolwich	2		
		Thamesmead	1		
Bexleyheath	1			<b>REDBRIDGE (2)</b>	
Erith	2	<b>HARROW (1)</b>		Gants Hill, Ilford	1
Sidcup	1	Harrow	1	Woodford Green	1
Upper Belvedere	1				
Welling	5	<b>HILLINGDON (1)</b>		<b>SOUTHWARK (1)</b>	
		West Drayton	1	Masters Drive	1
<b>BRENT (1)</b>					
North Wembley	1	<b>HOUNSLOW (1)</b>		<b>SURREY (1)</b>	
		Isleworth	1	Chaldon	1
<b>BROMLEY (2)</b>		<b>KENT (20)</b>		<b>WALTHAM FOREST (3)</b>	
Orpington	1	Ash, Sevenoaks	1	Chingford	1
Penge	1	Canterbury	1	Leytonstone	1
		Dartford	2	North Chingford	1
<b>CROYDON (4)</b>		Edenbridge	1		
Croydon	1	Gravesend	3		
Old Coulsdon	1	Herne Bay	2		
Sanderstead	1	Herne Hill	1		
South Norwood	1	Sevenoaks	1		
		Sittingbourne	2		
<b>ENFIELD (1)</b>		Whitstable	6		
Enfield	1	Meopham	1		
<b>ESSEX (1)</b>		<b>LEWISHAM (8)</b>			
Tilbury	1	Catford	3		
		Forest Hill	2		
		New Cross	1		

## 10.1 COMPLAINTS

- The scope of the Local Authority complaints procedure covers the range of local authority functions in relation to children looked after (i.e. in care or accommodated) by the local authority. Persons entitled to have complaints considered are:
  - i. Any child who is being looked after by the local authority
  - ii. A parent of his or hers
  - iii. Any local authority foster carer
  - iv. Such other person as the local authority considers has sufficient interest in the child's welfare to warrant his or her representations being considered by them
- Children placed with Chrysalis Care foster carers will be children 'looked after' by the local authority. The 'looked after' children are entitled to use their local authority's complaints procedures at any stage, though it is hoped that such problems that arise can be solved at an early stage within the Chrysalis Care organisation itself.
- To accommodate complaints and representations emanating from children and from foster carers themselves and any other person, it is the policy of Chrysalis Care to have a complaints procedure that mirrors that required by the local authority and can act as an alternative to it. It is envisaged that this can be used through all stages by those excluded from access for whatever reason to the local authority's own complaints procedure or for complaints about services that Chrysalis Care itself provides.
- Chrysalis Care also believes that it is possible for most complaints and representations to be dealt with early and amicably at the informal stage within the Chrysalis Care structure itself. However, children who are entitled to can at any stage make complaints and representations to the relevant local authority and will be facilitated to do this, if they wish, by means of telephone numbers and addresses. Childline's number will also be provided.
- All children and foster carers will receive a copy of the Chrysalis Care complaints procedure and, at any stage, will be given verbal advice about what to do if they are unhappy about any aspect of the functioning of Chrysalis Care or their local authority.

### Complaints 2008

3

### Allegations 2008

3

## 10.2 FINANCIAL POSITION

The company continues to retain a situation of solvency.



**Chrysalis Care**

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