

March 2021



**STATEMENT OF PURPOSE**

**INTEGRATED SERVICES PROGRAMME**

**ISP Rainham  
1263501**

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# INTEGRATED SERVICES PROGRAMME

## STATEMENT OF PURPOSE

### Section 1

#### THE AIMS, OBJECTIVES AND PRINCIPLES

ISP aims to enable children and young people to get to know who they are and to grow and live in harmony with themselves and others. To achieve this, we provide an approach to therapeutic fostering that is specifically designed to improve the psychological and emotional health and well-being of children and young people. Therapeutic concepts relating to the effects of trauma, abuse and neglect are used to enable staff and foster carer to view children's sometimes challenging behaviour as communication of confusion and distress in their internal world rather than simply as behaviour to be managed.

#### ISP Therapeutic Model

Children who are referred to ISP have had a painful history that is very likely to have deeply impacted upon their development. Our basic assumption is that these children will need therapeutic care if we are to best enable them to reach their potential emotionally, socially and educationally. The children will, by definition, have experienced things as having gone very wrong in their lives and are likely to have been very traumatised by this. It is accepted that the practical management of the very difficult behaviour that is often a child's response to this trauma will often be a great challenge to those charged with their development whether that be within care, education or therapy. We see our task as that of providing an integrated service connecting with the child or young person who is likely to be in a state of panic and distress. We aim to contain, understand, empathise and best manage their behaviour as we gradually enable them to feel safe and able to develop within long term meaningful relationships.

Within ISP Rainham we aim to provide an integrated service with this concept of therapeutic management at its heart and as the guiding principle to our work. We define this in terms of adopting a reflective stance in our thinking about each child individually from the start. Our belief, based on extensive research into attachment and the effects of trauma, is that the capacity to establish and sustain a reflective state of mind is the result of effective parenting, and provides the basis for the development for the child of resilience in the face of adversity. It underpins ISP's direct work with children and ISP's response as a whole. We hold a therapeutic management stance which means that we feel that a 24/7 approach is best taken to include the child's care, education and therapy, and this approach is built into the systemic practice within ISP Rainham.

We recognise that the most crucial relationship for the child is within the foster family and a great deal of care and attention needs to be made to ensure this is a meaningful developmental relationship. We recognise how everyday caring experiences can be used therapeutically, which is especially relevant for children who have not received good enough parenting during infancy and early childhood. We want carers to realise that by looking after a child 24 hours a day they are in a strong position to meet their emotional needs. Although much therapeutic care occurs naturally within the fostering environment, we do not assume that this will simply happen but presume this relationship will need continuing care and attention. Our intention is always to try to be proactive rather than reactive to the challenges and difficulties that may be encountered.

#### Secure Base Model:

ISP Rainham has adopted the Secure Base model (BAAF), an attachment-based approach, as a foundation to the work we do.

***We achieve our aims by providing the following:***

- A community of adults who demonstrate, through their working relationships with one another, a model of integration.
- A place where children and young people who are emotionally fragmented can achieve personal integration.
- Opportunities for children to experience stable family environments by recruiting, training and developing high quality foster carers who understand our therapeutic principles.

***The values that underpin our work are:***

Each individual is unique and has an inherent right to develop their potential, regardless of their previous life experience.

Children have the right to be looked after by adults who offer them respect, concern, affection and experiences appropriate to their individual needs.

Adults need to respect the significance for the child of their birth family, their race, culture and religion and their area of origin.

ISP encourages continued personal growth within an enriching environment for living, learning and developing together.

***We provide:***

- Foster families
- Partnership working and liaison between Local Authority partners, children, families, foster families, Social Workers, Therapists and schools
- Therapeutic support for children and foster families
- Speech and Language Therapy
- Education Psychology
- Respite Care
- Transport and Escort
- Contact Supervision
- Education and training for children and foster carers
- Opportunities for young people to prepare for independent living
- Family placements for parents and babies/young children

**Section 2**

**THE STANDARDS OF CARE TO BE FOLLOWED**

ISP is committed to complying with the standards set out in the Fostering Services: The National Minimum Standards (2011 and 2013) which form the basis of the regulatory framework under the Care Standards Act 2000.

The Registered Manager is responsible for the management, compliance and monitoring of all standards which are underpinned by the Fostering Service Regulations 2011 and The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.

The QA Team work alongside the RM to support them to monitor and audit:

- All matters listed in Schedule 6 (Regulation 35 (1))

- Notification of events listed in Schedule 7
- Other significant events relating to ISP Monitoring

The Registered Manager will also be writing joint Reg 35 / NMS 25 reports to analyse the Rainham Registration to ensure continuous improvements

### **Policies**

ISP has a comprehensive suite of policies which are available on – line to all staff and carers and are updated every six months. This means staff, carers and partner agencies have access at all times to ISP policies. The policies are working documents and should be read in conjunction with, reference to, each other.

### **Safeguarding Procedures**

ISP is committed to safeguarding and promoting the well-being of children and young people who are placed in our care, so that they can live a healthy and happy childhood that is safe and positive, free from harassment and bullying.

ISP has adopted Working Together to Safeguard Children 2019 (DfE) guidelines for Safeguarding including Child Protection. The Working Together to Safeguard Children guidelines refer to all staff and foster carers. Reference is also made, as required to The Children Act 1989; The Children Act 2004; the Local Safeguarding partnership board (KSPB); Kent and Medway Safeguarding Children Procedures and Working Together to Safeguard Children 2018.

ISP also has its own Child Protection reporting procedure provided to all staff and foster carers. The ISP Child Protection Procedures lay down a clear format for the reporting of any Child Protection matter to the ISP Child Protection Co-ordinator. The Head of Safeguarding and a senior and experienced Social Worker who is also the Designated Lead for Safeguarding within ISP.

### **Complaints**

ISP has a complaints policy for both foster carers and staff. Children and young people also have a complaints policy and we encourage access to this through the children's website i-space.

### **The Process for the Recruitment, Approval, Retention and Training of Foster Carers**

ISP is committed to the recruitment of high quality foster carers who can meet the needs of children referred to ISP and it operates within the Safer Recruitment Policy and thus has a carefully designed selection process. Upon initial enquiry, the enquiries team discuss with prospective foster carers details of the organisation and information about how to become foster carers. This is an initial screening process and where appropriate the enquiries team then suggest an Initial Visit (within 10 days) to the prospective carer's home. Once this stage is successfully completed, prospective carers will be invited to attend the ISP Skills to Foster Training. Following this, a health and safety visit takes place and a detailed Form F assessment is undertaken by an independent Social Worker reporting to the ISP Fostering Team.

**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 ISP follows for assessing a person's suitability to foster consists of two stages. These stages are usually carried out concurrently, but the information required for Stage 1, as defined in Schedule 3 Part 1 of the 2013 Regulations, is sought as soon as possible, and the decision about whether an applicant has successfully completed Stage 1 is made within 10 working days of all the information required being received.

If during Stage 1 it is decided that an applicant is not suitable to foster, the applicant is informed and reasons are given.

Once Stage 1 and 2 are completed and providing all safe care checks are satisfactory, the foster carers will then attend the Fostering Panel which will make recommendations regarding Approval of the foster carers. The ultimate responsibility for Approval lies with the ISP Agency Decision Maker.

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

On completion of the assessment, and providing all safe care checks are satisfactory, the Foster Carers will then attend the Fostering Panel which will make recommendations regarding registration of the Foster Carers. The ultimate responsibility for confirming, or further questioning, all Panel recommendations lies with the ISP Agency Decision Maker (ADM). Post approval, Foster Carers receive an Induction by the centre team and are expected to follow an ISP Training Pathway which incorporates the TSDS.

Post approval, foster carers receive an induction by the Centre team and are expected to follow the ISP Training Pathway and meet the Training Support and Development Standards (TSDs). This is monitored by the Fostering Panel.

### **Review Process**

The centralised Fostering Team is responsible for co-ordinating and allocating the Reviews of Approval (Annual Home Reviews), which are carried out at least on an annual basis. We consider retention of foster carers to be crucial and to this end we provide good supervision, a comprehensive training pathway, a range of activities to show recognition and appreciation along with participation in the Organisation's development.

## **Section 3**

### **THE SERVICE**

ISP provides family based child care services for children referred by Local Authorities.

Overview of the services provided:

ISP Rainham is a multi-disciplinary team comprised of practitioners in social work, therapy, education and foster care.

It is managed by an experienced social work qualified manager Naomi Wilkinson who is responsible for overseeing all the Centre activities and ensuring that Fostering Regulations and Standards are met or exceeded.

The recruitment and assessment of foster carers, Panel functions, Annual Reviews and Training are administrated from the central office in Sittingbourne (Kent). Supervised contact and transport services can also be provided as appropriate. The Registered Manager ensures that all foster care placements receive the appropriate services and support, tailored to the particular circumstances of each foster family and the young person in placement.

#### **a) ISP Rainham**

The Rainham Centre is the "hub" of the services for the child and the foster carers – each foster carer is attached to the Centre which they attend for regular discussion groups, training and other events. ISP Rainham has its own complement of ISP Supervising Social Workers, Fostering Advisers, educationalist and therapists, all of which are co-ordinated and managed by the Registered Manager who is, in turn, a qualified Social Worker with management qualifications

and/or experience. The Administrative support network within the centre provides a thorough framework ensuring good communication between departments at all times.

The centre is also used for providing contact for children and young people with their birth families, training, meetings and therapy sessions.

**The services available are as follows:**

**b) Foster Carers**

The first, fundamental step in establishing an integrated programme of care is to provide the child with a safe and nurturing home environment within a foster family. To function as an effective foster carer, you should also have access to help, support and guidance. At ISP we are committed to providing our foster carers with first class training and advice, enabling them to develop the skills to create safe and nurturing family homes for the children they care for. ISP foster carers are recognised as fellow professionals and their contribution is fundamental to the whole organisation.

ISP strives to develop a therapeutic culture, including recognition of how everyday caring experiences can be used therapeutically, which is especially relevant for children who have not received good enough parenting during infancy and early childhood. We want carers to realise that by looking after a child 24 hours a day they are in a strong position to meet their emotional needs. A lot of therapeutic care can be offered within the family environment. This would include understanding how feelings of insecurity can be triggered by ordinary events, dealing with difficult behaviours that occur as a result, and then being ready to respond to the underlying need whenever the child feels less defensive.

**Desired Outcomes for Young People**

Young people enjoy safe and stable placements in families who promote their well-being

**c) Referrals Team**

The Referrals Team based locally at Central Office, Sittingbourne, work with the Local Authority to carefully match foster carers to meet the needs of the referred child. This is a collaborative process between Local Authorities, Fostering Advisers, ISP Social Workers, foster carers and Manager.

**Desired Outcomes for Young People**

Placement choice

Well matched foster placements

Young people participate in the organisation and contribute to ISP's development, thus ensuring ISP remains child focussed and relevant to the aspirations of young people.

**Placement Type**

In order to fulfil the specific need Local Authorities, require for their children, we look to recruit, train and support carers from a range of backgrounds and we offer both short and long term care.

**Short term includes:**

- Emergency care
- Short term care
- Respite
- Bridging
- Parent and child

**Long term includes:**

- Permanent fostering

- Long term care

**All placement options offer fostering experience to:**

- Individual children
- Sibling groups
- Unaccompanied children
- Children with complex needs
- Children moving from residential
- Staying Put

**The journey to adulthood:**

We very much support young people as they move into adulthood and find their independence. To this end we can also offer support with independence skills, accessing further or higher education and transitioning to independent living and the emotional impact around this. We also have access to the Polaris Academy which hosts webinars and virtual work experience events for young people including children in our care and birth children

**d) The Enquiries Team**

There is a dedicated Enquiries Team based at ISP Central Office, Sittingbourne who are responsible for responding to initial enquiries from prospective applicants.

**e) The Fostering Services**

The Fostering Services Team at ISP Central Office, Sittingbourne:

- Commissions Form F assessments
- Oversees a Quality Assurance function of the Assessments in preparation for the ISP Fostering Panel
- Oversees the training and development of foster carers through the career grade system
- Provides Individual or group-based support for “Children Who Foster”
- Commission Reviews of Approval (Annual Home Reviews) and provides a quality assure function of both the report and the foster carers
  - Liaises regularly with the Registered Manager.
- Manages the Fostering Panel Process

The centralised team is led by an experienced and qualified social worker.

The Registered Manager, Rainham (Kent), is instrumental in ensuring that ISP keeps abreast of any changes in fostering legislation, regulations and guidance via liaison with the Director of ISP. This will be supported by our QA Manager.

**f) The ISP Senior Practitioner/Supervising Social Worker**

The Senior Practitioners and Social Workers at ISP are all experienced and social work qualified. At ISP we aim to take a collaborative approach with foster carers in order to identify how the multi-disciplinary centre teams and other ISP Services can best provide appropriate input to the placement, ensuring there is access to the range of disciplines within ISP. Additionally, good links have been forged with local colleagues and universities which we offer student social work placements and also access their services for the social work apprenticeship scheme.

**g) Fostering Advisers**

ISP is committed to the continued professionalism of foster care. Our Fostering Advisers provide expertise, advice and consultation within the multi-disciplinary teams at the ISP Centres. They also offer advice and practical assistance to foster carers, as part of the multi-disciplinary team, creating a working relationship which facilitates and encourages the practice and professional development of each foster carer.



#### **h) Centre Co-ordinating Therapist**

ISP Rainham has a Centre Co-ordinating Therapist who manages and assesses each referral of a child or young person for therapy, (triage) and allocates them to a therapist who has the appropriate range of skills and experience. The CCT is also available to provide therapeutic consultation to Centre staff and identified support to our carers.

#### **i) ISP Central Office**

Located in Sittingbourne, Kent, ISP Central Office provides some centralised functions, support and guidance to all our centres located in Kent. These include the Finance Team, the Fostering Team and the Enquiries Team.

#### **j) Health and Leaving Care**

At ISP the Policy and Practice Advisor is also responsible for developing effective tools and systems to enhance interventions with young people and monitor the Organisation's effectiveness. They have also developed professional relationships with key community partners (e.g. LAC nurses), devised and delivered training programmes for foster carers and staff. This role ensures that ISP formulates and maintains important links to relevant community resources and keeps abreast of local and national policies and initiatives. They are also trained as a CEOP Trainer and deliver the CEOP Ambassador training for staff and carers within the registration and offer advice and guidance in respect of child exploitation across the organisation. This enables the staff and carers to be supplied and equipped with information and knowledge in these key areas, as well as understanding and fulfilling their roles and responsibilities in relation to the children and young people in their care and the use of technology.

#### **Desired Outcomes for Young People**

- To learn and develop the skills required for everyday life
- To successfully manage the transition to adulthood
- To lead healthy life-styles
- To keep safe

#### **k) Therapeutic Provision**

At ISP, we have long been committed to, and continuously strive to promote, a therapeutic fostering service. By this we acknowledge that the daily routines and care experienced by children can in themselves be therapeutic and boundaried. Thus, our therapists offer much more than individual therapy to children. ISP Rainham has an employed Centre therapist to work alongside colleagues from social work, fostering and education in the Centre. They enable and facilitate reflective practice regarding individual young people ensuring the child is central to our thinking and planning.

We aim to develop professional network meetings around each child which form the hub of the work for the individual child. It is recognised that splits and difference of views can occur within such groups and the importance of working with these tensions is recognised so that a solid team is developed around each child. This creates the rich, holistic tapestry of care, education and therapy around the child that we call therapeutic management.

In addition, the Centre therapist may provide training, case discussions, supervision groups, be a resource to foster families, foster children and staff, in addition to offering individual therapy when required.

We have also built up a pool of therapists to ensure we offer an appropriate range of therapies, which the Centre therapists access as needed. The Agency Director, supported by the Therapy Lead, oversees the whole group of employed and self-employed therapists to ensure that

developments within the field of child therapy are included and understood and to help integrate therapeutic skills and techniques throughout the Centres.

The ISP therapists consist of a well-established and multi-disciplined group of qualified professionals, representing a cross section of clinical expertise and experience such as:

- Child & Adolescent Psychotherapy
- Systemic Family Therapy
- Cognitive/Behavioural Therapy
- Play Therapy
- Art Therapy
- Speech and Language Therapy
- Educational Psychology
- Video Interactive Guidance

This range of disciplines is underpinned by a common understanding of the centrality of the therapeutic relationship in the healing of trauma, abuse, neglect, and the powerful experiences of shame that are associated with these.

All of this is overseen by the Head of Therapy for Polaris Community and the RM for the registration.

Additionally, we have access to a qualified Speech and Language Therapist who supports a team of speech and language assistants to deliver strategies to carers, children and young people to support with their understanding and use of language.

We have also been accredited the 5 Communication Access Standards for Looked After Children and training in respect of this has been provided to all Centre Staff.

#### **Desired Outcomes for Young People**

For children and young people who have experienced harrowing circumstances, therapy alongside therapeutic fostering can offer the most effective route to help them manage their fears and regulate their emotions. Therapy can contribute to promoting and developing emotional resilience. Ultimately, ISP hopes to give children the ability to grow and mature into well rounded adults. The therapeutic support and skill raising given to all staff and carers will add to the specialised care received by the young people.

To ensure inclusive communication for all.

#### **l) Transport**

ISP has a comprehensive transport service for children which can offer support for children and young people in attending school, therapy, meetings and contact where deemed appropriate. Generally, this is seen as part of the foster carer's duties, but we recognise that sometimes it is not possible for them to do this. Our drivers are all sensitive to the needs of the children and the emotional pressures they may feel and follow a task specific training program which includes Safeguarding, First Aid and Secure Base training amongst other specialist training.

#### **Desired Outcomes for Young People**

To provide smooth transitions for the young people in our care

#### **m) Respite Care**

Respite is an important part of ISP's philosophy of care. All foster carers are encouraged to make use of respite on a regular and planned basis, not exceeding 22 nights per year except in exceptional circumstances, which could include emergency respite and this is needs led.

ISP takes very seriously the respite experience of all children and young people and accordingly operates a thorough planning, preparation and consultation process with Carers, children and young people and the Local Authorities. All young people are encouraged to complete a feedback form following respite to take their views into consideration and contribute to monitoring this service.

#### **Desired Outcomes for Young People**

To provide positive experiences of respite / time away from their main placement for young people.

#### **n) Contact Supervision**

ISP has a range of comfortable and welcoming facilities in the Centres, providing a comfortable environment where young people can meet up with their parents, relatives or guardians. Specially trained ISP staff are always on hand to supervise contact, answer questions and involve children and parents in activities. We have designed the Centres as warm, welcoming places with a variety of different rooms with different atmospheres, at Rainham we use Jeff's Place and Neil's Suite.

#### **Desired Outcomes for Young People**

Wherever possible, young people are encouraged to engage in contact with their families, enhancing and exploring their sense of identity and culture.

#### **o) Education**

ISP Education is made up of the following services:

- Currently most ISP children attend local mainstream schools. There is an education support programme in each Centre providing services to children attending mainstream schools ensuring all children are enrolled in an educational facility and are supported to do the best they can.
- In Kent, ISP has an independent school registered with the Department for Education (DFE, formerly DfES) and inspected by Ofsted, for those children and young people who find it particularly difficult to access school environments. The school, for Key Stage 2, 3 and 4 children with emotional, social, behavioural and moderate learning difficulties, is located at Teynham.

The educational facilities located on the farm offer children the opportunity to access learning and aspects of the National Curriculum through practical application.

ISP is committed to ensuring all children and young people have access to education, enabling them to learn and realise their full potential. ISP aims to meet the educational needs of each child and young person through identifying an educational environment that is appropriate to their individual needs, abilities and aptitudes.

**ISP Rainham Advisory Teacher** is based within the Centre team and monitors, and where appropriate co-ordinates the education of all children and young people placed within ISP Rainham. They regularly attend PEP meetings where current academic levels are monitored and Action Plans put in place. To do this involves effective liaison with the child or young person's school provision or college and the LEA. Our Advisory Teacher offers advice, guidance and specialist knowledge to ensure current protocols are followed and young people achieve best education outcomes.

### **Desired Outcomes for Young People**

- Young people are enrolled in an appropriate education facility and enjoy good attendance
- Young people received additional educational support, ensuring they have the best chance of achieving their potential
- Young people take part in extra-curricular activities
- On leaving school, young people go on to further education or employment

### **p) Parent and Child placements**

ISP has a Parent and Child service. This includes specific training/careful matching to appropriate foster families.

### **Desired Outcome for parent and child**

- All parents and children are enabled to engage in a supported environment for the parent's ability to parent to be assessed and supported and the best outcome for the child to be identified.

### **q) Polaris**

ISP is now part of a wider group, Polaris, and all of the agencies have retained their individual branding. ISP as such benefits from centralised functions namely HR, Finance, Marketing, Contracts, Learning and Development and Foster Carer Recruitment.

## **Section 4**

### **STATUS AND CONSTITUTION**

Integrated Services Programme (company number 2820208) is an unlimited company registered in England. The immediate parent, by virtue of owning all of the share capital in Integrated Services Programme, is ISP Childcare Ltd (registered in England, company number 08494425)

### **ISP Rainham**

**Naomi Wilkinson, Registered Manager**

**Tracy Livesey, Responsible Individual**

**URN: 1256561**

### **To obtain any further information please write to:**

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**Website:** [www.ispchildcare.org.uk](http://www.ispchildcare.org.uk)

**FURTHER CONTACTS:**

**The Office of the Children’s Rights Commissioner**

Sanctuary Buildings  
20 Great Smith Street  
London  
SW1P 3BT

Tel: 020 7783 8330

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

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