



# Statement of Purpose

2026



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Fusion  
**Fostering**

*Caring for your future*

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# Introduction

This statement of purpose has been developed in accordance with the requirements and regulations as set out in:

- o The Fostering Services Regulations (England) 2011.
- o The National Minimum Standards for Fostering Services.
- o The Care Standards Act 2000.

A copy of this statement of purpose has been placed on the Fusion Fostering website [www.fusionfostering.co.uk](http://www.fusionfostering.co.uk), and is made available, on request, to:

- o Any parent or person with parental responsibility for a child placed with Fusion Fostering.
- o Any person working on behalf of Fusion Fostering.
- o Any foster carer or prospective foster carer.

All children and young people placed with Fusion Fostering are provided with a Children's Guide, in a format appropriate to their age and understanding. The Children's Guide is also accessible on Fusion's website under the tab for 'Children and Young People'.

Our Statement of Purpose aims to engage all stake holders in understanding our vision and a philosophy with regards the care of looked after children and young people, whilst explaining the services we provide to achieve excellent care and positive outcomes.



# Our Vision

Everyone feels safe, feels valued, has aspirations and is empowered to thrive.

# Our Mission

To prioritise the safety and wellbeing of children and young people by delivering outstanding care and removing all barriers that are preventing them reaching their potential.

To attract and support a community that demonstrates an unwavering commitment to children and young people and is dedicated to providing them with nurturing and stable homes.

To engage with people who are courageous and have a passion for excellence. To provide incredible opportunities for them to progress and develop themselves.

# Our Values



We genuinely care about creating a safe and supportive environment for children and young people. This commitment extends to our staff and carers, making sure they feel valued and empowered.



Listening is key for us. We actively seek feedback and encourage open communication to continuously improve our services and foster a culture of inclusivity.



Working together is at the heart of what we do. We collaborate with staff, carers, and local authorities to achieve the best outcomes for children and young people.



Inclusion is fundamental to our ethos. We celebrate diversity and ensure that everyone feels welcome and respected within our community.



# Fusion Fostering's Aims

Our commitment is rooted in a trauma-informed approach that underpins all that we do - creating the conditions for emotional healing, building resilience, and supporting children, young people and those who care for them to understand the impact of trauma, so they are equipped to grow, recover and thrive.



## Inspire

We want to encourage an environment and an innovative approach that allows all involved with Fusion Fostering to be truly inspirational.



## Enjoy

We want everyone who comes into contact with Fusion Fostering to experience the passion, fun and positivity that is central to our approach.



## Full of Opportunity

We will be a provider of opportunity, for everyone and at every level.



## Diversity

We will be a fully inclusive agency and our respect for diversity will be part of all that we do.



## Creative

We want to encourage creativity in the ways that we achieve positive outcomes for looked after young people.



## Grow, Evolve, Adapt

We will grow in a way that provides security and stability whilst retaining our identity as a family run business that serves the needs of our local community.



## Achieve

We will promote achievement and always celebrate success, no matter how big or small.



# Objectives

## Child

Provide a service that is focused on meeting the needs of children and young people, fulfilling their potential, and helping them achieve positive outcomes.

Ensure the provision of secure, consistent, and safe care where children and young people feel valued, respected, and emotionally supported.

Provide nurturing, trauma-informed foster care that supports emotional healing, resilience, and long-term well-being.

Ensure children and young people have access to a range of therapeutic services tailored to their individual needs, helping them develop self-awareness, emotional regulation, and confidence.

Promote educational attainment, meet health needs, and support each child's social, emotional, and developmental progress.

Provide a stable, nurturing, and stimulating environment where children and young people can experience positive family life.

Support and enable children and young people to maintain safe and meaningful contact with siblings and birth family members.

Provide an environment that allows for smooth and positive transitions into adulthood.

Offer placements that serve as a bridge between the past, the present, and the future, recognising the unique journey of each child and young person.

## People (Our Staff and Partnerships)

Provide an available, responsive, and professional 24-hour service for children, young people, foster carers, and local authorities.

Work in partnership with local authorities and agencies to meet the aims of each child's care plan.

Recruit and retain skilled, qualified, and experienced staff who provide high-quality supervision, support, and oversight to foster carers.

Promote a culture of continuous learning and reflection across the agency, embedding trauma-informed principles into all aspects of support for foster carers, children, young people and staff.

Ensure that children, young people, and foster carers are active participants in shaping the service through ongoing feedback and consultation.

Embed a culture of continuous improvement and learning across the organisation, driven by those we support and work alongside.

## Carer

Provide foster carers with comprehensive support, training, and therapeutic guidance to ensure they can meet the complex needs of the children and young people in their care.

Equip foster carers with a deep understanding of trauma and attachment, enabling them to deliver effective therapeutic parenting and build strong, healing relationships.

Offer ongoing training, peer support, and access to specialist therapeutic guidance to support carers' professional development and emotional well-being.

Recruit a diverse range of foster carers to meet the individual needs of children and young people referred to Fusion Fostering.

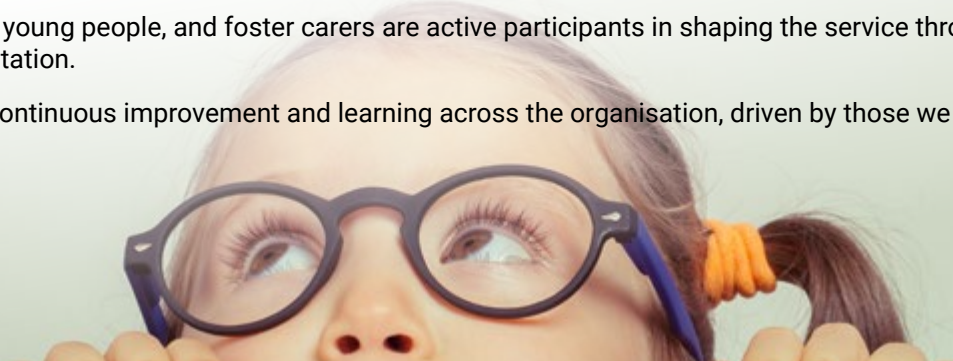
Promote the ongoing professional development of foster carers through a robust package of training, supervision, and financial support.

Carefully match the identified needs of children and young people with the skills, experience, and capacity of our carers.

Support foster carers to offer nurturing care that promotes emotional healing, builds resilience, and helps children and young people recover and thrive.

Develop foster carers who value diversity and identity, and who encourage children and young people to be proud of who they are.

Provide specialist placements where parents can be placed with their children and young people assessed safely and appropriately.





## Status and Consultation

Fusion Fostering is a registered and inspected independent fostering agency under the Care Standards Act 2000 / Fostering Services Regulations 2011. It is therefore properly constituted to provide foster care placements on behalf of local authorities.

Fusion Fostering is a proudly owner-led organisation, built on a foundation of relational leadership and a deep, long-term commitment to children, young people, foster carers, and staff. A testament to our values and culture is that a number of the staff and foster carers who have joined Fusion, remain with us today. This continuity has helped shape a service rooted in trust, emotional safety, and shared purpose - one that continues to grow and evolve, delivering lasting impact for children, young people and the families who care for them.

The board of directors meet regularly and are responsible for the corporate governance of the company including -

- Strategic Vision.
- Policies and Procedures.
- Legal Compliance.
- Financial Governance.
- Quality Assurance.
- Business Continuity Planning.

**The board of directors are actively involved in the day to day running of the business.**

**Gary Dawkins** Proprietor

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**Ron Scurr** Proprietor

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**Dave Tucker** Chief Executive Officer

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**Johan Strydom** Operations Director

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**Fatima Nadeem** Deputy Operations Director

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**Gemma Olden** Deputy Operations Director

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**Cath Davies** Business Development Director

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**Sam King** Human Resources Director

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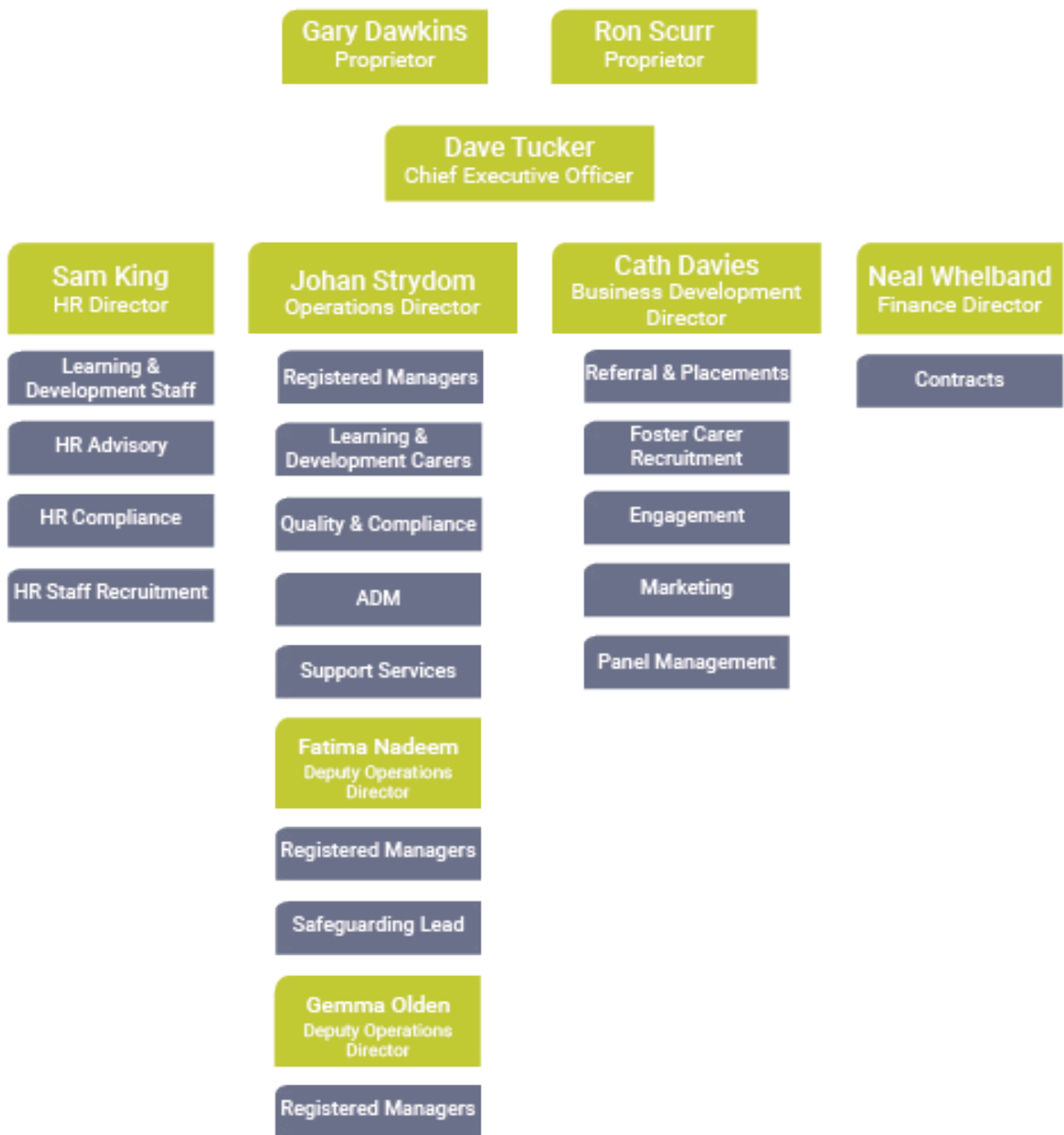
**Neal Whellband** Finance Director

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# Head Office & Management

## Organisational Structure



**All Staff have a current DBS**

The senior management team meets on a fortnightly basis with the directors and are responsible for the day to day running of the agency. Our senior management team provides significant experience within the field of fostering & adoption, and members hold arrange of social work, childcare and business development.

# Regional Team Structure



## How Our Teams Work

Fusion Fostering places strong emphasis on the role of the team in delivering high-quality, consistent, and trauma-informed practice across the agency. Collaborative working and reflective practice are central to how we operate, ensuring that every child, foster carer, and stakeholder receives a responsive and reliable service.

Each region meets on a regular basis with Senior Management Team. This structure enables information-sharing, accountability, and good governance at both operational and strategic levels. Regional teams work closely together to implement actions, monitor performance, and continuously improve outcomes.

**Registered Manager** – Each region is overseen by a Registered Manager who is responsible for the day-to-day running of the service in line with regulatory requirements. All Registered Managers are appointed based on their extensive experience and professional knowledge of fostering, safeguarding, and leadership.

**Deputy Regional Manager (DRM)** – Each region is also supported by a Deputy Regional Manager who works alongside the Registered Manager to ensure the effective day-to-day delivery of the service. The DRM provides some support in the operational oversight, guidance, and supervision to staff, contributing to service development and ensuring compliance with regulatory requirements. With a strong background in fostering and safeguarding, the DRM supports quality assurance, foster carer engagement, and team coordination, helping to maintain high standards of care and support for children, young

people, and foster families.

**Supervising Social Workers / Senior Supervising Social Workers (SSW)** – Our social workers are all qualified and experienced practitioners with backgrounds across a range of child and family settings. Operating within clearly defined geographic areas, they are responsible for the recruitment, assessment, supervision, and ongoing support of foster carers. This localised model allows for close, consistent relationships and proactive support tailored to each foster carer's and child's needs.

**Support Workers** – Each region benefits from the dedicated input of a Support Worker who works in close partnership with the SSW to ensure both foster carers, children and young people are well supported. Our Support Workers are experienced in working directly with children and young people, providing 1:1 sessions that are grounded in trauma-informed practice. Their contribution enhances placement stability and helps children and young people build trusting relationships and emotional resilience.

**Admin Support** – Each region also has a dedicated administrative support person who plays a key role in the coordination of service delivery. They provide essential support around administrative tasks, scheduling, and communication, helping ensure the smooth running of operations and allowing front-line staff to focus on direct work with foster carers, children and young people.

Our teams are committed to working collaboratively with foster carers, local authorities, children, young people and each other to ensure that every placement is well-supported, safe, and has the best chance of success.

# Fusion Fostering Regional Teams

## North West Team

**Vacant** Regional Manager

**Louise Stannard-Murphy** Deputy Regional Manager

**Babar Ali** Deputy Regional Manager

**1** Senior Supervising Social Worker(s)

**6** Supervising Social Worker(s)

**2** Support Worker(s)

## Midlands Team

**Bev Pickering** Regional Manager

**Kate Hall** Deputy Regional Manager

**1** Senior Supervising Social Worker(s)

**4** Supervising Social Worker(s)

**1** Support Worker(s)

## South East Team

**Marie Barker** Regional Manager

**Neena Ahluwalia** Deputy Regional Manager

**4** Supervising Social Worker(s)

**1** Support Worker(s)

## North East Team

**Kathy Hamilton** Regional Manager

**Gemma Jones** Deputy Regional Manager

**3** Supervising Social Worker(s)

**1** Support Worker(s)

## South Central Team

**Kate Ruegg** Regional Manager

**Beth Over** Deputy Regional Manager

**3** Supervising Social Worker(s)

**1** Support Worker(s)

## South West Team

**Helen Field** Regional Manager

**Rebecca Barnet** Deputy Regional Manager

**Jaid Bennet** Deputy Regional Manager

**Jo Blackmore-Wynn** Deputy Regional Manager

**9** Supervising Social Worker(s)

**1** Senior Practitioner

**4** Support Worker(s)





## Standards of Care

Our philosophy of care encompasses the belief that all children and young people have the right to expect the following:

- To be kept safe.
- To be heard.
- To be valued.
- To be respected.
- To be supported and encouraged.
- To have their therapeutic needs understood and met.
- To be involved in decision making appropriate to their age and understanding.
- To have access to high quality education.
- To have access to family and/or significant others that are important to them.

We believe that those caring for children and young people should be equipped to understand each child's unique history, recognise their individuality, and value their strengths. They should be able to identify both the challenges and potential within each child, and support them in building solutions that empower them to thrive.

To enable Fusion Fostering to meet the needs of individual children and young people, we place an emphasis on careful matching with our foster carers and we take pride in being able to demonstrate how we have achieved our 100% target to evidencing our robust matching. This ensures that children and young people are placed with foster carers who are best suited to meet their particular needs. This in turn enables Fusion Fostering to promote and evidence better outcomes for children and young people in key areas.

- Promoting a positive identity, potential and valuing diversity through individualised care.
- Promoting positive behaviour and relationships.
- Safeguarding children and young people from harm and Child Sexual Exploitation.
- Safeguarding children and young people when they are 'missing from care' and acting to help avoid this risk in the future.
- Promoting good health and well-being.
- Supporting leisure activities.
- Promoting educational attainment.
- Promoting and supporting contact.
- Providing a suitable physical environment for the children and young people.
- Ensuring children and young people receive as much information and preparation for placement as time allows.
- Promoting independence and moves to adulthood and leaving care or remain with their foster carers under a staying put arrangement.
- Providing the opportunity to live as part of a family.
- Promoting healthy attachments.
- Promoting therapeutic healing through trauma-informed understanding and tailored support.





## Service Provision

Fusion Fostering aims to offer a wide range of high-quality placement solutions to the local authorities we work alongside. We are committed to developing strong, collaborative relationships with placement teams and social work professionals to ensure we provide safe, secure, and tailored placements that meet a diverse range of needs.

Our foster carers and all staff are trained in PACE (Playfulness, Acceptance, Curiosity, and Empathy) and supported in developing therapeutic parenting approaches, ensuring their practice is fully trauma-informed. This foundation enables foster carers to build trusting relationships with children and young people, supporting emotional regulation, resilience, and long-term stability.

By working in partnership and maintaining a flexible, child-centred approach, we are able to respond effectively to a wide variety of placement requests. All of our SSW's have a low case-load, supporting no more than 10 fostering households. This enables them to remain flexible and dynamic, ensuring the right level of support is provided to our foster carers. This approach is one of our unique selling points and a key reason we are recognised as a preferred provider.

These services include :

### Mainstream Fostering

- Emergency Placements are provided at short notice.
- Short Term Placements provide care for a few days, weeks or months while plans are being made for the child's long term future.
- Long Term Placements provide permanent care for a child with their foster carers up to and into adult independence, where adoption is not an option.
- Short break foster carer is the provision of a time limited placement, either whilst main foster carers are temporarily not available, or as part of an ongoing care plan for the young person.
- Solo placements require experienced and resilient foster carers who can meet the needs of young people with more complex or challenging behaviours, and who cannot be placed alongside another child.
- Siblings Placements enable large groups of siblings to remain together in foster care. Fusion Fostering focuses on recruiting foster carers able to offer this opportunity, given that this is a key area of need for local authorities, and an important priority.

### Other Services we Offer

Parent and Child Placement - We have experience in providing safe and secure environments for parents and their children and young people. We also can provide robust and well evidenced parenting assessments for the purposes of care proceedings.

These services closely link with our sister organisation FAASS that provides residential parenting assessments.

Bridging Placements are a short term, flexible placement, often used to ensure a positive transition from one placement to another.



## Fusion Fostering Panel

In accordance with the Fostering Services (England) Regulations 2011, Fusion Fostering maintains a central list of individuals suitable to sit on fostering panels. We have an established, regular fostering panel that meets regularly, with the overriding objective of promoting and safeguarding the welfare of children and young people in foster care.

Our panel members bring a broad range of relevant experience, reflecting our commitment to including voices from diverse backgrounds. This includes our panel chair who is an experienced approved foster carer for another agency, bringing further valuable insight.

We also have care leavers and foster carers ensuring lived experience informs our decision-making. Each panel has access to medical advice and the expertise of an experienced panel advisor.

All panel members are PACE-trained, enabling them to apply the principles of trauma-informed care and therapeutic parenting. This ensures they are well-equipped to make informed, child-centred recommendations that prioritise the best outcomes for children and young people.

Our panels are supported by a dedicated Panel Manager who ensures all paperwork is compliant, thorough, and robust. The Panel Manager also acts as Panel Advisor, helping to strengthen the link between panel members and the agency's policies and processes. Panels meet virtually and benefit from dedicated administrative support to ensure efficiency and consistency.

### No matter what type of placement we offer, we always ensure the following priorities...

- We will promote and provide education on health and related issues, supporting any referrals and access to specialist services.
- We will encourage and support school attendance ensuring children and young people have the appropriate and necessary equipment and clothing.
- We will encourage children and young people to participate in making decisions, both about their lives but also about how we operate as an agency.
- We encourage children and young people to be involved in the communities in which they live and maintain positive links with birth families where appropriate.
- We provide preparation for independence in supporting children and young people to gain the necessary skills for later life. Each child/young person placed with Fusion has savings set aside for the duration of their placement with Fusion. We have several young people who have remained with Fusion under the staying put arrangement.
- We support our children and young people to access the right health services and provision, helping them to lead healthy, active, and fulfilling lives.
- In accordance with National Minimum Standards for fostering (2011), Fusion Fostering has developed two Children's guides; one aimed at children under 10 and the other for 10+. The guides contain important contact numbers for children and young people to use if they wish to speak to an independent person.
- Fusion Fostering's key objective is to develop services that support and monitor the progress of children and young people in achieving positive outcomes, across all aspects of their lives.
- We support children and young people to make sense of their care journey through reflection, understanding, and non-shaming conversations.
- We equip children and young people with therapeutic tools and age-appropriate psycho-education to build self-awareness, resilience, and healing.
- We ensure children and young people are cared for by foster carers who understand trauma and are able to use therapeutic parenting to build safe, healing relationships.



## Supporting our foster carers care for children and young people...

Fusion Fostering values the work foster carers undertake and the contribution they make to the lives of children and young people. Appropriate support for families who foster is vitally important to a successful placement. Fusion Fostering provide creative and flexible support arrangements for foster carers and the children and young people placed.

Fusion Fostering offer the following services to support all our foster carers and their families:

- A minimum of monthly formal supervision from a qualified supervising social worker.
- Foster carers receive regular telephone contact and video calls from SSW.
- Foster carer support groups offering mutual support to each other.
- Out-of-hours service offering vital support to foster carers outside office hours. Access to a member of staff is available 24 hours a day.
- A level of financial support that values the skills and commitment of foster carers, paid in a timely manner. The Fostering Allowances Booklet is reviewed annually and all foster carers receive a copy.
- A copy of the foster carers' handbook containing information and guidance.
- A consistent and reliable web based recording database. This allows immediate and real time access to all essential information about the child or young person.
- A foster carer review is held at least annually, in line with the Fostering Services Regulations. The review provides an opportunity for carers to reflect on their practice, celebrate achievements, and identify areas for professional development. Children and young people in placement, alongside other professionals involved, are also invited to contribute to the process.
- An Independent Reviewing Officer (IRO), employed by Fusion but not involved in operational decision-making, oversees the review. Their role is to quality assure the review report and meet with the carers and their Supervising Social Worker to reflect on the period since the last review, before making recommendations to the agency.
- Support for birth children and young people of foster carers.
- Regular activities for foster carers, their families and children and young people placed, to meet together throughout the year in informal surroundings.
- Fusion hold an All Agency virtual support groups for foster carers.
- Support is offered to our foster carers where needed from an educational specialist in negotiating with schools to promote the educational needs of children and young people.
- Post-approval training including the Training, Support and Development Standards for foster carers.
- Regular on-going training that is relevant to individual foster carers.
- Specific trauma-informed training and opportunities to learn about the brain and development.
- Advice and guidance on implementing therapeutic parenting with access to tailored discussions run by therapists.
- Opportunities for bespoke therapeutic input on complex issues.
- Access to Fusion's policies and procedures online via our database.
- Individual membership of Foster Talk.
- A health specialist works in partnership with the agency, carers, and children to promote access to relevant health support, advice, and resources.
- Carers have access to bespoke support forums from specialist within their field that promote shared learning and reflection on topics such as trauma-informed care, parent and child placements, and understanding the impact of menopause.



**Ofsted**

Fusion Fostering is registered and inspected by Ofsted in accordance with the Fostering Service Regulations 2011 and the Care Standards Act 2000.

**Ofsted can be contacted at:**



National Business Unit  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

Phone: 0300 123 1231

Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)





## Complaints and Outcomes

Our aim is to resolve issues promptly and effectively. We encourage you to raise any concerns informally with your Supervising Social Worker, Deputy Regional Manager, or Registered Manager. However, we understand that you may wish to make a formal complaint in line with our Complaints Policy.

Fusion Fostering is committed to delivering high-quality services and aims to get things right first time. Nevertheless, we recognise that concerns can arise, and we welcome complaints as valuable feedback to improve our practice.

We operate a clear, three-stage complaints procedure accessible to children, young people, foster carers, parents, and professionals:

**Stage One:** The Registered Manager will investigate and respond in writing within 28 calendar days. Informal resolution is encouraged whenever possible.

**Stage Two:** If unresolved, a manager from outside the regional team or an independent investigator will conduct a formal investigation, responding within 28 calendar days. The regional manager will decide who is best placed to lead this stage.

**Stage Three:** If still unresolved, the Operations Director will oversee a Complaints Review Panel, convened within two months. The panel includes at least one independent member, and the complainant will be invited to attend. The panel chair will issue a written outcome within seven calendar days of the meeting.

The Complaints Manager has overall responsibility for ensuring complaints are thoroughly investigated and resolved in a timely manner. Lessons learned from complaints inform continuous improvements across the agency.

Fusion Fostering encourages concerns to be raised as early as possible to enable swift and appropriate responses. All complaints are treated with confidentiality, professionalism, and in accordance with relevant regulations.

### Ofsted

Complaints may be made to the registering body for fostering agencies, Ofsted. When considering complaints Ofsted does not act as a complaint adjudicator and does not decide if complaints are upheld or not. Instead the regulator investigates concerns to make sure that the registered agency continues to meet the National Minimum Standards and associated regulations and remains suitable for registration.

Therefore, if someone contacts Ofsted regarding a complaint about Fusion Fostering, Ofsted will expect them to have first made a formal complaint under Fusion Fostering's procedure, unless they have good reason not to do so. Ofsted will usually ask Fusion Fostering to investigate the complaint and report back to Ofsted, or sometimes an inspection visit may be undertaken. All serious complaints are reported to Ofsted as a matter of routine.







# Fusion Fostering

*Caring for your fu*



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