



STATEMENT OF PURPOSE

Document Control Panel			
File Name		Statement of Purpose	
Owner		PAC-UK National Service Lead & Registered Manager	
Approver		Family Action Chief Executive Officer	
History			
Date	Author's Name	Changes	Approved by Name
03/10/11	FB/GW	Updated	PS
01/11/11			Board of Trustees
01/02/12	GW	Updated qualifications (page 8/9)	
31/01/13	GW	Reviewed and updated	PS
06/03/13		Approved	Board of Trustees
02/01/14	GW/PS	Reviewed and updated	PS
23/01/14		Approved	Board of Trustees
15/01/15	PS	Reviewed and updated	PS
01/02/15		Approved	Board of Trustees
03/08/2016	PS	Reviewed and updated	PS
08/11/2016		Approved	Board of Trustees
22/11/2017	JS/CW	Reviewed and updated	JS/CW
23/11/2017		Approved	Board of Trustees
01/12/2018	JS	Reviewed and updated (in light of merger)	Family Action Board of Trustees
01/08/2019	JS	Reviewed and updated (in line with change of address for London)	
31/08/2020	JM & LE	Reviewed and updated	RGDS
21/12/2020	VS	Reviewed and updated	RGDS
01/09/2021	NW & LE	Reviewed and updated	RGDS
12/07/2022	JM & LE	Reviewed and updated	RGDS
08/07/2024	JM & LE	Reviewed and updated	RGDS/DH
31/07/2025	JM & LE	Reviewed and updated	RGDS/DH
Next Review Date		07/26	

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PAC-UK

Statement of Purpose

This document is designed to meet the requirements of the Adoption Support Agencies (England) and Adoption Agencies (Miscellaneous Amendments) Regulations 2005 (regulations 5 and 6) and the Adoption National Minimum Standards 2014.

About Us

PAC-UK operated as an independent charity, established in 1986 until 1 December 2018 when it merged with national charity Family Action. Family Action is an award-winning national charity working from the heart of local communities across England, Wales and the Isle of Man. Family Action has been supporting people through change, challenge and crisis for over 150 years.

Since the merger PAC-UK has retained its name, core functions and primary aim which is to support those who have been affected by adoption and permanence, enabling individuals to build resilience, strengthen their understanding of the impact of trauma and improve their emotional wellbeing. PAC-UK is also committed to improving best practice through keeping up to date with current research and developments when working with those affected by adoption and permanence, thereby enabling access to highly skilled and specialist support services. PAC-UK also remains committed to establishing and maintaining collaborative arrangements and working, both formally and informally, with other organisations of high quality and standards, where this benefits individuals, children and families.

Family Action's 2024-2029 Strategy's vision is for a society that understands the importance and power of family as a foundation for individual futures and connected, resilient communities. Its mission is to support people through change, challenge or crisis and its values are to support at the most vulnerable moments in people's lives and invest in a values driven culture that seeks to do this sensitively, respectfully and with a practical focus on reducing inequalities, tackling poverty and increasing resilience.

PAC-UK achieved its fourth consecutive "Outstanding" Ofsted rating in December 2022. PAC-UK was described by Ofsted in 2022 as a "highly enabling and intuitive service that is based on a shared understanding of service user needs which is a "golden thread" of exceptionally good practice.

PAC-UK Mission Statement

To provide high quality, innovative services that support and make a difference to all affected by adoption, special guardianship and other types of permanency: children and families, adults who were adopted/placed as children, birth family members and professionals. This will be achieved by:

For Service Users

- Embedding lived experience at the heart of service design through our established PAC-UK Service User Reference Group that informs priorities, guides service development and ensures services remain responsive, effective, and inclusive.
- Ensuring timely access to specialist services and support.
- Building their knowledge of the significant impact of trauma, loss and grief on all parties affected by adoption, special guardianship and other types of permanency care.
- Enabling services which offer support to improve family relations, that are based on a sound understanding of the impact that impaired early development has on subsequent child development and behaviour.
- Ensuring that children and young people are safeguarded, and that all safeguarding concerns and risks are appropriately identified and acted on by all staff in accordance with [Family Action's Children and Young People Procedures](#)

- Ensuring that adult service users are safeguarded, and that all safeguarding concerns and risks are appropriately identified and acted on by all staff in accordance with [Family Action's Adult Care Providers Handbook](#)
- Our quality assurance of services and practice includes undertaking internal service quality audits which are completed on a regular basis by Managers at PAC-UK across all services.
- Audits include practitioner feedback identifying areas of strength and development – Service Users are also invited to provide feedback on our audits.
- PAC-UK's National Clinical Lead has responsibility for the quality assurance of audits and identification of key themes for continuous improvement.
- Developing a stronger sense of identity through knowledge and understanding of life stories and birth families.
- Continually seeking to ensure that our services are designed, delivered and evaluated with a focus on meeting the needs of all of our service users, regardless of their gender, age, disability, ethnic or racial background, sexual orientation, religious affiliation or beliefs, marital status, socio-economic group, income or any other characteristic – we will also ensure that our services are made accessible to those who communicate non-verbally or require any other reasonable adjustment in order to be able to fully engage with our services.
- Developing a greater choice of support services building upon the extensive wealth of experience and knowledge of peers, children and young people and professionals.
- Capturing the evidence and impact of our services and supporting service users to celebrate success along their journey.
- Learning and developing through feedback and ongoing evaluation provided by service users and by high-quality third-party research.
- Embedding co-design and co-production within our services, which enshrines the lived experience of service users to shape and influence service delivery.
- To ensure that we maintain confidentiality and security of all information shared with us.

With Commissioners

- Ensuring that services are accessible, flexible and delivered at times and locations which reflect the needs of service users.
- Delivering services which offer high quality, evidence-led practice whilst also offering value for money.
- Continually monitoring and reviewing service user satisfaction to improve service delivery which includes co-design and co-production.
- Providing services that are delivered through highly experienced, qualified and supported staff.
- Continually reviewing and learning from our partner agencies across the sector to ensure best practice.
- Ensuring positive outcomes in all contracted work reflecting the principles in the Public Services (Social Value) Act 2012 and the Procurement Act 2023

With our Workforce

- Ensuring a strong infrastructure of support, supervision, appraisal and professional development through clear leadership and management and investment in our staff across the organization.
- Providing clear lines of communication to ensure team working, sharing of organisational objectives, innovative practice, and continuous learning.
- Providing an outcome-based service which evidences how interventions make a positive impact and achieve positive outcomes.
- Ongoing internal evaluations and reviews to ensure that staff feel involved and listened to in shaping the organisation's strategic objectives including through the introduction of Communities of Practice as platforms to share practice, influence and shape service delivery.
- Providing opportunities to work in partnership with external agencies to trial new service delivery models, improve practice, and develop new funding opportunities.

For Financial Donors and Private Funders

- Financially manage all donations and funds in a responsible and accountable manner to ensure the expected outcome is achieved on behalf of the funder.
- Promoting and valuing the support being invested by the funder or donor.
- Ensure full value for money and an ethical management structure is in place to minimise risk.
- Providing evidence of impact, outcomes and change achieved through all investments, in accordance with best practice as expected by the Charity Commission Guidance

PAC-UK's objectives are to:

Objective 1: *Deliver consistently excellent services which evidence outcomes and impact.*

This is achieved by:

- Listening to and acting on the voice of our service users
- Ensuring consistency between commissioners' needs and service requirements of users.
- Ensuring services are fully compliant with relevant regulations and standards and deliver best practice and through the regular review of PAC-UK's compliance with Family Action's Quality Assessment Framework/and its own Continuous Improvement Plan.
- Provision of robust, skilled and experienced staff
- Working within a robust performance management framework and continuous improvement plan.
- Building upon our strong and credible national reputation as a leading Adoption Support Agency
- Recording feedback and evidence of outcomes, and continually developing through that framework
- Engaging with service users through co-design and co-production to ensure service delivery models are influenced and shaped by those receiving the service.
- Enshrining Equality, Diversity and Inclusion within our service delivery models to ensure they meet the needs of our service users.

Evidence of Outcome: Improved outcomes for all service users, growth in service demand, high evidence of customer satisfaction, maintain Outstanding Ofsted rating.

Objective 2: *Enhance PAC-UK's profile and reach through the Regional and National Agendas*

This will be achieved by:

- Celebrating our success and being proud of what we do
- Continuing to build upon the role of PAC-UK within high profile campaigns such as National Adoption Week to provide platforms for lesser heard service user groups to share their views and lived experience.
- Maximising representation on Regional Adoption Steering Groups, National Adoption forums (Adoption England) and Permanence Forums (Kinship Alliance)
- Continually reviewing and improving our use of social media, marketing and communications as well as developing our web-based/media platforms to ensure they meet the needs of our service users.
- Strengthening partnership working and sharing good practice to improve service design, delivery and funding opportunities.

Evidence of Outcome: Greater presence on a national level, improved reach on social media, increased business opportunities.

Objective 3: *Continue to maintain a highly motivated and skilled workforce.*

This is achieved by:

- Attracting and securing a diverse multi-disciplinary staff team that offers experience, knowledge, skills, competencies and values to support those affected by adoption and

permanence.

- Inclusion of service users as panel members supporting the recruitment process.
- Continually developing the skills and knowledge of all staff and volunteers, enhancing knowledge, best practice and excellence through providing access to learning and development opportunities and regular supervision including access to monthly clinical supervision.
- Supporting our workforce with a fair reward and remuneration process and through prioritising regular high-quality supervision, support, management, and appraisal programmes.
- Operating within a culture of engagement, involvement, respect and informed learning which builds organisational coherence such as the development of Communities of Practice which provide staff with opportunities to develop and expand their knowledge and skills.

Evidence of Outcome: High quality services delivered, low rate of staff turnover, high levels of positive staff feedback, minimal sickness and staff absence.

Objective 4: *Active meaningful engagement and participation of all stakeholders*

This is achieved by:

- Enabling the 'voice' of all representatives including children, young people and adults from across a broad and diverse cultural national spectrum to be heard and built into service developments.
- Continuing to be a strong presence and participating with local, regional and national commissioning agency developments including Regional Adoption Agencies and Adoption England.
- Develop relationships which include health and education to share knowledge and practice to improve outcomes for children and their families.
- Clear communication and engagement strategies which are regularly reviewed and evaluated.

Evidence of Outcome: Evidence of engagement shaping and informing service delivery; service users feel valued and listened to; commissioners are informed of impact and outcomes. Evidence of services with co-design and co-production.

Objective 5: *Robust, accountable financial management*

We will achieve this by:

- Ensuring strong, financial management and risk management review procedures are in place.
- Maintaining regular financial reviews of service delivery costs and utilise competitive analysis.
- Understanding and continually reviewing market performance and opportunities.
- Providing monthly financial reports.
- Ensuring robust financial and resource risk management procedures.
- Maximising new business, growth, and partnership opportunities which are financially viable.
- Providing new and alternative funding opportunities to develop innovative practice.
- Ensuring that all processes and procedures are fully compliant with the requirements of regulatory authorities.
- Providing sound operational and financial management of contracts and service level agreements.
- Maintaining a detailed understanding and management of organisational reserves and assets.

Evidence of Outcome: Financially sound reporting and management, strong evidence of growth, sustainability and development, full compliance with financial regulations.

PAC-UK will undertake all the above within a framework of embracing and exemplifying Family Action's core values of:

Senior Management Qualifications

Title	Qualifications
Jo Mitchell, Service Lead & Registered Manager	BASW/SW England registered; DIPSW(Social Work); PG Certificate Psychotherapeutic Counselling, EMDR Level 1 -4, Systemic Family Therapy (Foundation), Practice Educator, Cert in Counselling skills CMI Level 7 Leadership & Management (in process), MA Gestalt Psychotherapy (2 nd year – in process)
Mike Hancock, National Strategic Lead	BACP registered; Diploma in Therapeutic Counselling; BA in Philosophy, Politics & Economics; Diploma Indian Politics & Culture; Cert in Counselling Skills.
Pavlina Georgiades, National Clinical Lead	UKCP registered Psychoanalytic Psychotherapist : MA (Psychoanalytic Child Observation Studies); BA Hons (Psychology).
Leon Elias, National Operational Lead	BA Hons (Business Administration); PRINCE2® 7 Registered Practitioner.
Emma Crowther Duncan National Development Lead	Social Work England Registered. BA (Hons) Social Work, MSc Forensic Psychology, PG Cert Systemic Family Therapy with Children and Families, CMI Level 5 Leadership and Management (in process)

Across our teams we have staff employed to provide specialist adoption and permanence support. As at 1 April 2025, PAC-UK currently employs 61 PAYE staff, which includes; Deputy Regional Manager North; Practice Managers; Child & Family Therapists who are fully qualified and registered with their appropriate registration body; Adult Services Counsellors who are qualified social workers and/or counsellors and are registered with their appropriate registration body; Advice Line Workers and Intermediaries. PAC-UK services are supported by our Senior Leadership Team (as listed above) our Business & Admin Manager, Team/Service Performance Coordinators, Maintaining Links Workers, Administrators and Volunteers. In addition, PAC-UK has associate therapists, counsellors, intermediaries and trainers.

PAC-UK Service Provision

PAC-UK provides a range of specialist counselling and therapeutic services for all people affected by adoption or other permanence. These services can be provided face to face in our offices in Leeds, Liverpool and London or agreed with service users, in local authority venues, including, where appropriate, schools as well as externally sourced therapy venues which are conveniently located and accessible to service users. Many of our services can also be provided online to families, enabling us to provide much further reach for those families living rurally or at a distance from local services. We operate a national advice line which is open to the public and professionals. Our Family Connect service helps support adults who have been adopted or in care find out about their origins. An 18-month pilot (now extended further) to expand the FamilyConnect service commenced in March 2024 with a focus on supporting service users separated by adoption in the pre-1976 period through enhanced online content, a specialist advice line and some additional funding for intermediary services. The specialist advice line provides information about services available and whether additional funding is available to support those who need a funded intermediary service.

Within our **Adoption and Permanency support for children, families and adults** we provide:

- Parent and/or family consultations and intensive therapeutic family and/or parent work
- Specialist Assessments to inform therapeutic needs and formulate a plan of therapeutic support and intervention.
- School-based support including whole school training and Reduced Anxiety Management Plans (RAMP)
- Life story work with children and their parents
- Individual psychotherapy sessions for adolescents and parents (in the context of therapeutic

- family or parent work)
- Marshak Interaction Method assessments (MIM) and Theraplay® to support attachment and connections.
- Art psychotherapy using arts as a platform to engage with children and young people.
- Therapeutic group work e.g. for those experiencing child to parent violence.
- Contact support and mediation work.
- Disruption support work.
- A broad range of specialist Child to Parent Violence services for parents, carers and professionals
- An Advice Line Service which includes educational support for children, teachers and childcare providers affected by adoption and permanence.
- Independent counselling, support and advice for adopted adults at all stages in their journey through life.
- Advice and practical support to those who are searching for family members.
- Intermediary services to assist birth relatives and adopted adults offering contact support and counselling to all parties concerned.
- Independent counselling, support and advice for birth relatives when there is a plan for adoption, and for those who are suffering the long-term effects of having lost a child or children to adoption.
- Services under Schedule 2 of the Adoption and Children Act 2002.
- Advocacy and professional advice for local authorities and adoption agencies.
- Special Guardianship Support service for subscribing local authorities. This is a web-based platform to enable special guardians to access legal information, resources and tools to support them. This service can also be accessed by professionals within the subscribing local authority.
- Specialist therapeutic support (including an assessment of therapeutic need /support to a child) for Special Guardians through subscribing local authorities.
- Support groups for Special Guardians from subscribing local authorities
- 12-month training programme for Special Guardians and professionals for subscribing local authorities

PAC-UK also offers training to both members of the public (parents and carers) and professionals (social workers, teachers and others). This includes our Traumatized Child in School training aimed at providing knowledge and understanding about the impact of attachment and early life adversity and how this manifests itself for children and young people in schools. This training also provides practical ideas and strategies for teachers and school staff. Our Adopt a Change is based on the Children's Rights Alliance for England Total Respect training. Our young people have used the principles of this training and developed it to deliver their own workshops based on their lived experiences to help impact and influence practice across social care, health and education. Training for parents includes our Child to Parent Violence programme which provides a 10-week course for parents who are experiencing CPV. This programme is underpinned with non-violent resistance (NVR) and is offered virtually to parents and carers.

Referral and Access for Services

PAC-UK accepts referrals from individuals and local authorities for anyone seeking a service from us. We operate a national advice line which is open five days per week, and parents/professionals may use this to refer those in need. PAC-UK has commissioning arrangements with many local authorities, and we also provide a range of privately funded services. We work in close partnership with adoptive families, Special Guardians, permanency carers, children and young people and local authorities who are accessing therapeutic services under the Adoption Special Guardianship Support Fund.

Procedures for Assessment

We expect that service users referred directly to us by a local authority will have been assessed under the Adoption National Minimum Standards 15.2 and Regulation 13 of the Adoption Support Services Regulations 2005 and for Special Guardians assessed under the Special Guardianship Support Regulations 2015, Regulation 11. In cases where this is not so and it appears to us that Regulation 13 for adoption, or Regulation 11 for Special Guardians applies, we will support that person in accessing the appropriate assessment through the relevant Regional Adoption Agency (RAA) or local authority Special Guardianship/permanency service.

Where appropriate, we will inform the service user's authority of the assessment services we provide so that these can be commissioned if they wish to do this. Assessment Services include Specialist Assessments which will look at the therapeutic need within the family (for the child/parents/carer) – these specialist assessments will involve the child or young person's school so that a holistic package of intervention can be considered. We also provide MIM (Marhsak Interaction Method) assessments. The MIM is a structured technique for observing and assessing the overall quality and nature of relationships between parents/carergivers and children and forms the basis for Theraplay® as an intervention.

In addition to this we can also offer RAMP assessments (Reduced Anxiety Management Plan) for children and young people who are struggling in school. The RAMP involves a process of supporting a child or young person who is experiencing social and emotional vulnerabilities and co-constructing a collaborative plan with the child, young person, key school staff and parents/carers.

In cases where service users refer themselves directly to us and they do not appear to meet the criteria for assessment by the RAA or local authority, we undertake an initial assessment of their needs regarding the services we provide, and in consultation with them. Should a more in-depth assessment be advised, we will make a recommendation in this respect.

We review the services we provide whenever a change of a person's circumstances might affect the provision of this service, or after 12 months, whichever event is first.

Quality Assurance

We are keen to ensure that our services are of a high quality and are effective. We seek to combine the feedback from our service users with the professional expertise of our management to achieve this. We send out service evaluation forms to all persons receiving face-to-face or telephone counselling sessions, to solicit information about service delivery. A similar service evaluation form is sent to those who have accessed our Advice Line. Persons having four or more sessions of face-to-face counselling also complete a distance travelled form and pre- and post-intervention questionnaires to establish whether their presenting issues have been effectively addressed and to validate the effectiveness and impact of the service provided. In addition to this our audit processes provide further opportunities for service users to give direct feedback to auditors to help shape and influence the model of service delivery and the standard of this.

We also ensure that our service users have access to our comments, compliments and complaints leaflets, and where necessary, our complaints procedure, and make these documents as easy to understand as possible. It is made clear to service users that we seek to provide a quality service and need to hear from them if we fail to do so.

We provide regular and committed supervision for our staff together with training opportunities to keep them abreast of current issues. We review outcomes of our service in our senior management meetings and provide bi-annual reports to the Family Action Board of Trustees. Our quality assurance of services and practice includes undertaking internal service quality audits, and our auditing and practice framework introduced in 2021 continues to help influence and shape our services.

Complaints

Family Action operates within a clear Complaints policy which enables all service users to provide feedback on our performance and the quality of the service provided. All service users are presented with written details of this process when they join our service.

Complaints can initially be made verbally to a member of staff, or in writing, to complaints@family-action.org.uk or to named individuals, via a third party, or via our Family Action website (<https://www.family-action.org.uk/contact-us/>)

Our Complaints policy includes a three stage complaints policy and procedure (informal resolution, formal resolution Stage 1, formal resolution Stage 2 and Review Panel Stage 3) which seeks to resolve complaints within agreed time scales. All staff and volunteers, others involved with PAC-UK/Family Action and service users are given full information regarding complaints policies and procedures at the outset of our support to them.

Registration Authority

Ofsted

Clive House
70 Petty France
London, SW1H 9EX

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Children's Guide and Statement of Purpose Review Procedures

PAC-UK provides two versions of guides for children and young people who may be using our services, one for children under the age of 8, and another for those from 8 years. All children are presented with a written copy of our guide when being introduced to our services. The guides are also available on our websites. Our guides are reviewed on an annual basis and updated where and when necessary.

Our Statement of Purpose reflects the purpose, vision and ethics that PAC-UK operates within. This statement is a requirement of the Adoption National Minimum Standards. It is reviewed and approved annually. Our Statement of Purpose is available on our website and written copies are held within our buildings. If this statement is required in another format or language other than English, a suitable translation can be made within ten working days.