



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

Slough Borough Council Fostering Services

**Town Hall
Bath Road
Slough
Berkshire
SL1 3UQ**

Lead Inspector
Shelley McDonald

Announced Inspection
12th – 15th December 2005 09:30

The Commission for Social Care Inspection aims to:

- Put the people who use social care first
- Improve services and stamp out bad practice
- Be an expert voice on social care
- Practise what we preach in our own organisation

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This is a report of an inspection to assess whether services are meeting the needs of people who use them. The legal basis for conducting inspections is the Care Standards Act 2000 and the relevant National Minimum Standards for this establishment are those for *Fostering Services*. They can be found at www.dh.gov.uk or obtained from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering: www.tso.co.uk/bookshop

Every Child Matters, outlined the government's vision for children's services and formed the basis of the Children Act 2004. It provides a framework for inspection so that children's services should be judged on their contribution to the outcomes considered essential to wellbeing in childhood and later life. Those outcomes are:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a contribution; and
- Achieving economic wellbeing.

In response, the Commission for Social Care Inspection has re-ordered the national minimum standards for children's services under the five outcomes, for reporting purposes. A further section has been created under 'Management' to cover those issues that will potentially impact on all the outcomes above.

Copies of *Every Child Matters* and *The Children Act 2004* are available from The Stationery Office as above

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SERVICE INFORMATION

Name of service Slough Borough Council Fostering Services

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Provider Web address

Name of registered provider(s)/company (if applicable) Slough Borough Council

Name of registered manager (if applicable)

Type of registration Local Auth Fostering Service

Category(ies) of registration, with number of places

SERVICE INFORMATION

Conditions of registration:

Date of last inspection 10th January 2005

Brief Description of the Service:

Slough Borough Council Fostering Service provides a family placement service to meet the needs of Slough children and young people who are looked after by the authority on a short term/temporary or longer term/permanent basis. The service also supports children who continue to live within their family of origin by providing regular periods of family based care. (relief care or respite care for children and young people with disabilities via Home from Home scheme).

In order to provide this variety of care, the service recruits, trains and supervises a range of foster carers.

The team is located in the centre of Slough with other local authority children's services and its work is divided into two main areas – short term fostering/ relief/respite care and permanency via long term fostering /adoption each area having its own staff and manager.

The managers are responsible to a group service manager, one of three overseeing all children's work and they in turn are responsible to the Director of Children's services.

In December 2005 there were 33 children and young people placed with carers recruited by the service and there was a total of 31 registered foster carers. In addition there were 17 Home from home carers providing regular breaks for 17 children, 4 of whom had overnights stays while the remainder were day time only.

SUMMARY

This is an overview of what the inspector found during the inspection.

Before the inspection questionnaires were sent to all children over 7 years of age in foster care, to foster carers and the placing social workers.

A pre-inspection questionnaire and self assessment form was completed by the manager and, along with key documentation, was sent to the inspector. Written responses were received from the Child Protection Co-ordinator, the medical adviser and the education adviser.

The inspection took place over 5 days and the inspector met with:

- The team managers, an assistant team manager and children's service manager
- The entire family placement team and three supervising workers individually
- Three placing social workers
- Four foster families and the children in three of those homes
- A group of foster carers who were attending a training session
- The chair of the foster panel
- Foster panel members during the observation of the foster panel

A pre-selected sample of case records for children and their carers were examined along with a random selection of carer records during the inspection. Personnel records for new staff were inspected and any new policies and procedures were also examined.

The inspector observed a foster panel meeting.

What the service does well:

- The fostering service is well managed and has an experienced and competent staff team.
- The service is meeting the health and education needs of the children and young people in placement.
- The Looked After Children's nurses play an important role in monitoring the health needs of children and advising and training carers in this area.
- Similarly the Looked After Children's Education Service gives very good support to children and young people in foster care along with advice and training to foster carers.
- The service gives priority to foster carer supervision, training and support.

What has improved since the last inspection?

There have been several improvements since the last inspection:

- Investment in a new fostering scheme that has improved the numbers of carers recruited particularly from ethnic minorities
- A significant increase in foster carer applications due to the new fostering scheme
- Recruitment of a more diverse group of carers, again as a result of the new scheme
- All carer reviews are up to date and have been presented to the foster panel as required
- Foster care agreement is regulation compliant
- There is an accident record
- The child's history is readily accessible on the child's file

What they could do better:

- The Foster placement agreement should be written so that it conforms with the current regulations.
- Ensure that all temporary placements are approved by the fostering panel on time.
- Where the panel has given "temporary" approval while further information is sought, a time limit needs to be stated and adhered to

The inspector has also recommended some areas where practice could be improved:

- Foster carers whose applications/reviews are being considered by Panel be invited to attend.
- A system is devised for the foster panel to informed of the outcome of annual reviews.
- That more effort should be given to ensuring the same staff accompany children on contact arrangements.

Please contact the provider for advice of actions taken in response to this inspection.

The report of this inspection is available from enquiries@csci.gsi.gov.uk or by contacting your local CSCI office.

DETAILS OF INSPECTOR FINDINGS

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Being Healthy

The intended outcome for this Standard is:

- The fostering service promotes the health and development of children.(NMS 12)

The Commission considers Standard 12 the key standard to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at the outcome for Standard:

Standard 12

The foster carers promote the health and development of children with excellent support from the fostering service

EVIDENCE:

Foster carers who were interviewed fully understood the need for children and young people in their carer to be registered with a GP, to have health assessments on a regular basis, to have routine immunisations, dental and sight examinations. Information regarding medical consent was routinely found in the files.

The service continues to have access to a general nurse and a mental health nurse for Looked After Children (LAC). As before these two people from time to time attend the coffee mornings for foster carers and can be directly contacted by foster carers. Furthermore both are members of the Foster Panel. Carers praised the support from the Looked after children's nurses and indeed the training/support session attended by the inspector was led by one such nurse on health and safety matters in terms of blood borne diseases. Many other training sessions specifically for carers have also focussed on health issues including sexual health, autism, and first aid while carers have also been offered joint training with social workers on alcohol, drugs, substance abuse, food hygiene, deaf and disability awareness.

Files evidenced that LAC nurses play an important role in health monitoring. A LAC nurse on the foster panel ensures that specific health needs for children and young people are identified when a long-term placement is to be made. However the medical advisor to the authority has expressed some concerns about placing social workers not always being aware of the procedures and the time scales required for initial health assessments to be completed and that for some children and young people changes of social worker can mean that

health recommendations are not followed through. These issues of course are beyond the control of the family placement service.

Young people spoken to felt they were encouraged to stay fit and active and this was also evidenced in the young peoples' questionnaires.

Carers spoke about healthy diets as did the youngsters although they acknowledged that they did not always follow them.

All the children and young people were involved in physical activities outside the foster home and supported by the carers in these.

Staying Safe

The intended outcomes for these Standards are:

- Any persons carrying on or managing the service are suitable. (NMS 3)
- The fostering service provides suitable foster carers.(NMS 6)
- The service matches children to carers appropriately.(NMS 8)
- The fostering service protects each child or young person from abuse and neglect.(NMS 9)
- The people who work in or for the fostering service are suitable to work with children and young people.(NMS 15)
- Fostering panels are organised efficiently and effectively.(NMS 30)

The Commission considers Standards 3, 6, 8, 9, 15 and 30 the key standards to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at outcomes for the following Standard(s):

Standards 3, 6 ,8, 9, 15 and 30

The fostering service ensures that children and young people are safely looked after.

EVIDENCE:

Standard 3 was not inspected closely as there has been no change of manager since the last inspection.

Personnel files were inspected for staff appointed since the previous inspection and were found to meet all the requirements. Files on agency staff were less comprehensive but contained the essential information.

It was also noted that the issues raised at the last inspection whereby a foster carer was inappropriately employed by the service has now been satisfactorily addressed.

All foster carer files contained relevant health and safety documentation along with evidence of annual inspections and all foster homes visited were suitable and safe environments for the children living there. Risk assessments were on the children's files if not the carers' files.

Foster carers spoken to were aware of health and safety issues stating that they had had training and guidance on these matters.

As before all carers had received the Foster carer handbook along with specific agency policies which address these and other fostering matters in a comprehensive manner.

Again foster carers were familiar with the inspection process and had been prepared for meeting the inspector by their social workers.

The service still struggles to place all children requiring short term/emergency placements in a foster home capable of meeting their assessed needs. Thus the authority is heavily dependent on independent agencies for the majority of placements for young people aged 10 +.

For those children and young people trans-culturally placed "in house" the fostering service works hard to ensure support and information is available and acted on by carers.

Since the last inspection the service has developed close links with an Asian community organisation which has provided support and guidance on cultural/religious matters.

Following the last inspection the service has reviewed its fostering scheme and now has in place a new scheme with the aim of increasing the number and range of foster carers to address the issues above.

Existing carers have had the option of transferring to the new scheme which pays a substantial fee to carers who in turn have additional requirements expected of them. There has been a very positive response to recruitment and 14 prospective carers were being assessed at the time of the inspection. A significant proportion of these are from Asian and African Caribbean backgrounds.

Foster placement agreements were now evident on the carers file and the children's file. The manager advised that the service has not yet amended the foster placement agreement to become regulation compliant – this is in part because the service is awaiting new documentation in relation to the Integrated Children's Services development. However the fostering service was advised by the inspector that the existing LAC documentation can still be used if a supplementary short form is devised which refers to the Fostering Services Regulations and Standards 2002.

The fostering service has an up to date Safe Caring Policy and Carers continue to receive basic initial child protection training routinely as part of their preparation. The six monthly foster carer conference also frequently offers additional training on abuse matters; furthermore carers have the opportunity to attend multi disciplinary training on this issue.

Safe care, anti-bullying policies and unauthorised absence policies are in place and given to all carers.

All carers sign a Foster Care Agreement which states that corporal punishment is not acceptable. This message is further reinforced in the foster carers' handbook and training on managing behaviour is part of the preparation period for new carers along with supplementary advice from Supervising social Workers and specific training.

The foster panel was observed during this inspection and the independent chairperson who replaced the previous chair person in November 2005 was interviewed. The chairperson has extensive experience of fostering and adoption panel work and it was evident that she is very familiar with the needs of children and with fostering issues.

The panel has now moved to a more suitable venue but applicants are still not invited to attend. The inspector was advised that there had been delay due to the change in chairperson. The new chairperson indicated that she is very keen to implement attendance as soon as possible.

The inspector found that the panel members took their role very seriously, had read all relevant paperwork and considered each agenda item very carefully. However the panel needs to ensure quoracy in that a social worker employed by the service must be present for business to take place.

Furthermore the panel needs to ensure that Regulation 38 placements notified to the panel do not drift but either cease or the carers are approved under regulation 28 as soon as possible.

At the last inspection it was identified that the first reviews of any carers who were approved before the current Fostering Service Regulations came into force should have been presented to the Panel after April 2002. The service has addressed this by ensuring that the most recent annual review for such carers has been presented to panel (files and minutes evidenced this).

The panel still needs to receive management information about the outcome of those reviews that are not presented to the panel.

Enjoying and Achieving

The intended outcomes for these Standards are:

- The fostering service values diversity.(NMS 7)
- The fostering service promotes educational achievement.(NMS 13)
- When foster care is provided as a short-term break for a child, the arrangements recognise that the parents remain the main carers for the child.(NMS 31)

The Commission considers Standards 7, 13, and 31 the key standards to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at outcomes for the following standard(s):

Standards 7,13 and 31

The fostering service ensures that diversity is valued, that educational achievement is promoted and that it works closely with parents.

EVIDENCE:

The service has a diversity policy and staff have attended appropriate training. As already stated the service has made a good connection with a local community group – the authority has a large Asian Muslim population and the group has offered special events to carers and children to celebrate religious festivals.

The new recruitment strategy has resulted in more ethnically diverse carers coming forward who are in a short travelling distance from Slough so that children will be placed closer to home and in families with a similar background to their own.

The work of the service in promoting the education of looked after children is impressive.

The Looked after Children's Education Service (LACES) continues to provide individual support to children and young people in school and also provision for any young person out of mainstream education (although no children or young people were excluded from school at the time of the inspection.) Carers had nothing but praise for LACES. It was evident that foster carers interviewed all were interested in and supported the education of the children placed with them.

The work undertaken on promoting the education of children and young people is commended – the standard is exceeded.

The fostering service continues to run the “Home from Home” scheme for the placement on a respite basis of children and young people with a learning and/or physical disability. The service has been able to double the number of overnight placements available but the majority of children and their families have day care. The service has been able to recruit a specialist carer in order to support a very severely disabled young person to live in the community

It is evident that partnership with parents is a key element in the success of the placements.

Making a Positive Contribution

The intended outcomes for these Standards are:

- The fostering service promotes contact arrangements for the child or young person. (NMS 10)
- The fostering service promotes consultation.(NMS 11)

The Commission considers Standards 10 and 11 the key standards to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at outcomes for the following standard(s):

Standards 10 and 11

The service encourages contact between children/young people and their family whenever possible and generally arrangements work well. It was also evident that the service wants to listen to children and young people in foster care.

EVIDENCE:

On reading the files and from discussion with staff, foster carers and children it was evident that contact between children and their families continues to be promoted by the fostering service.

However some carers raised concerns about arrangements for transporting children to contact meetings stating that children can be exposed to many different workers where there is a high level of contact. Other carers had not experienced such difficulties.

The service acknowledged that consistency of transport and staff supervising the contact can sometimes be problematical.

In order to ensure greater consistency for children the new fostering scheme places more emphasis on carers transporting children where possible and the service hopes that this may address some of the issues. In the meantime everything possible should be done to minimise disruption for the child/young person attending contact sessions.

There is a risk assessment format in place and there was some evidence that risk assessments are undertaken before contact takes place.

There was clear evidence that children attend LAC Reviews and that, from the interviews and questionnaires, most children and young people felt they were listened to by their carers and were aware of what to do if they had concerns.

View point, a computer programme is available to enable children and young people to contribute more easily. (All children in Slough Borough Council foster homes have access to a pc). The authority works closely with the Voice of the Child in Care which provides an advocacy service for children and young people looked after by Slough Borough Council.

The authority has been very active in ensuring representation of looked after children and young people but these have tended to be children in residential care. The authority is now looking at the representation of fostered children e.g. to join corporate parenting panel.

Young people have been involved in the Total Respect training programme alongside managers, elected members and staff. As a result, a number of pledges are being addressed such as no bin bags for children's clothing when they move into/out of a placement.

The authority has a Children and Young Person's Participation Officer who will be working specifically with those in foster care Jan – Mar 2006. The worker discussed this proposed work with foster carers at their last conference.

The service still needs to ensure it obtains children views where appropriate to feed into carers' reviews.

Achieving Economic Wellbeing

The intended outcomes for these Standards are:

- The fostering service prepares young people for adulthood.(NMS 14)
- The fostering service pays carers an allowance and agreed expenses as specified.(NMS 29)

The Commission considers Standards 29 the key standard to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at outcomes for the following standard(s):

Standards 14 and 29

The service is preparing young people for moving into the adult world. It also gives carers clear information about the payment of allowances which are usually paid promptly.

EVIDENCE:

The service has worked hard to improve carer training on preparation for adulthood.

Carers working with this group of children were satisfied with the training and information received. Carers have written information to help them and evidence was seen on file of pathway plans - carers were aware of these. The authority has a "16+" team that is able to supply some consistency of service to this age group although unfortunately in some cases young people had had several different workers in a short space of time - due to staff turnover. This inevitably not only directly affects the young person but also impinges on the work of the fostering service.

Existing carers were satisfied with the current payment system but the fostering service has devised a new scheme for all newly recruited carers. Current carers may join the scheme but can remain on the existing scheme if they wish.

The new scheme pays allowances at Fostering Network recommended rates but in addition rewards the carers with a substantial fee per placement. The scheme also makes higher demands on carers in terms of training, facilities and tasks but these are clearly defined.

All carers spoken to were happy with the prospect of a new scheme although they thought that the service had been mistaken in allowing them to first learn about it via the media. The service acknowledged this error.

Management

The intended outcomes for these Standards are:

- There is a clear statement of the aims and objectives of the fostering service and the fostering service ensures that they meet those aims and objectives.(NMS 1)
- The fostering service is managed by those with the appropriate skills and experience. (NMS 2)
- The fostering service is monitored and controlled as specified. (NMS 4)
- The fostering service is managed effectively and efficiently.(NMS 5)
- Staff are organised and managed effectively.(NMS 16)
- The fostering service has an adequate number of sufficiently experienced and qualified staff.(NMS 17)
- The fostering service is a fair and competent employer.(NMS 18)
- There is a good quality training programme. (NMS 19)
- All staff are properly accountable and supported.(NMS 20)
- The fostering service has a clear strategy for working with and supporting carers.(NMS 21)
- Foster carers are provided with supervision and support.(NMS 22)
- Foster carers are appropriately trained.(NMS 23)
- Case records for children are comprehensive.(NMS 24)
- The administrative records are maintained as required.(NMS 25)
- The premises used as offices by the fostering service are suitable for the purpose.(NMS 26)
- The fostering service is financially viable. (NMS 27)
- The fostering service has robust financial processes. (NMS 28)
- Local Authority fostering services recognise the contribution made by family and friends as carers.(NMS 32)

The Commission considers Standards 17, 21, and 24 the key standards to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at outcomes for the following standard(s):

Standards 1, 2, 17, 18, 21, 22, 24 & 32

The fostering staff who have a good range of experience and skills are well managed.

Foster carers are also very well supported and are offered a good range of training opportunities.

EVIDENCE:

The statement of purpose has been revised since the previous inspection – the aims of the service are clearly set out along with facilities and services provided. However the service is advised to address fully the requirements of standard 1.4, specifically:

- Relevant qualifications of staff need to be included in the statement of Purpose.
- In addition the procedure for reviewing carers needs to be detailed.
- Numbers of complaints and outcomes need to be stated (if there have been no complaints during the preceding 12 months this also needs to be stated).

The service is very well managed by a knowledgeable, skilled and experienced team. The team manager who is supported by a practice manager reports to a children's service manager. This manager is accountable to the Director of Children's and Education service for the authority.

Since the last inspection the Manager has obtained an NVQ level 4 in Management and the practice manager has also commenced management training.

The staff group is experienced and well established. They all have appropriate qualifications. The service has employed two experienced agency staff to cover maternity leave.

While the staffing establishment is currently adequate to meet the needs of the fostering service the anticipated success of the new fostering scheme is likely to stretch resources. The inspector was assured by the manager that there is the potential for enlarging the team.

Between April 2004 and March 2005 3 new foster carers were approved, 3 kinship carers, and 4 Home from Home carers. However since the establishment of the new scheme the team has had a record number of enquires about fostering. 14 applications have been received and are at various stages. These are being assessed using the BAAF Form F. Assessments seen on file were of a good standard.

The interview with the fostering service manager and other staff indicated that there are still insufficient foster carers from ethnic minority groups but it appears that this may be changing with the new scheme.

As during previous inspections of this service carers indicated in the questionnaires and verbally that they felt very well supported by the fostering service staff. There is a fortnightly coffee morning and bi-monthly evening training/support group. The local Out of Hours service for foster carers, operated by the staff team continues to work well according to carers. While carers were appreciative of family placement staff, there were more mixed views about the children's social workers, mainly around lack of contact. Carers all attributed this to pressure of work on these staff

All carers seen have regular supervision and receive a copy of their supervision record.

All files seen contained up to date supervision records

Carer reviews were thorough and all up to date. As recommended at the last inspection the reviews of all those carers who were approved prior to the 2002 regulations have now been seen by the foster panel.

Foster carer files were in good order and contained all the required documentation.

An up to date foster care agreement was found on all the files inspected – the agreement is now fully regulation compliant.

There was evidence of file audits taking place on a regular basis.

The fostering service continues to provide pre-approval training for all foster carers with the exception of kinship carers.

Post approval there is a wide range of training available to foster carers within the authority: there is good attendance at the six monthly day conference where a range of topics are covered. There is a bi-monthly training/ support session.

Carers can also access training available to staff in the authority. Foster carers are aware of the availability of NVQs and 5 carers are currently undertaking level 3.

Training records were seen on carers' files.

Core post approval training is not yet compulsory for both carers in a two-carer household but the service plans to address this in the new fostering scheme which requires all carers to attend a minimum of three events per annum.

The four children's files inspected were in good order and now contained an accessible child's history which made it clear in each case why a child was being looked after. Carers interviewed felt they had been given sufficient

information about the child. Where carers had had an emergency placement they were given fuller information within a reasonable time scale.

Foster carers were all familiar with the need for a child to have a sense of his/her history and the value of life story work.

The authority has been examining closely how to best meet the needs of children and young people placed with family members and has created a kinship care development post. It is proposed to have a kinship care panel to look at individual children with the intention of finding alternatives to a child entering/remaining in the looked after system while giving financial assistance and other support to their kinship carer.

The fostering service will continue to assess those kinship carers who become foster carers and will also support them but the service manager anticipates that the numbers will reduce in time. Those relatives/friends who become approved as foster carers will, as now, be invited to all training/support groups led by the service. They will receive the same fostering allowances as other foster carers but not the reward element as the service considers that they are undertaking a different task.

SCORING OF OUTCOMES

This page summarises the assessment of the extent to which the National Minimum Standards for Fostering Services have been met and uses the following scale.

4 Standard Exceeded (Commendable) **3** Standard Met (No Shortfalls)
2 Standard Almost Met (Minor Shortfalls) **1** Standard Not Met (Major Shortfalls)

"X" in the standard met box denotes standard not assessed on this occasion
 "N/A" in the standard met box denotes standard not applicable

BEING HEALTHY	
<i>Standard No</i>	<i>Score</i>
12	3

STAYING SAFE	
<i>Standard No</i>	<i>Score</i>
3	3
6	3
8	2
9	3
15	3
30	3

ENJOYING AND ACHIEVING	
<i>Standard No</i>	<i>Score</i>
7	3
13	4
31	3

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
10	3
11	3

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
14	3
29	3

MANAGEMENT	
<i>Standard No</i>	<i>Score</i>
1	2
2	4
4	X
5	X
16	X
17	3
18	4
19	X
20	x
21	3
22	3
23	3
24	3
25	X
26	X
27	X
28	X
32	3

Yes – see below

Are there any outstanding requirements from the last inspection?

STATUTORY REQUIREMENTS

This section sets out the actions, which must be taken so that the registered person/s meets the Care Standards Act 2000, Fostering Services Regulations 2002 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

No.	Standard	Regulation	Requirement	Timescale for action
1	FS8 FS10 FS13	34(3) Schedule 6	Outstanding from 1/06/05 - Foster Placement Agreement to be brought in line with regulation	01/04/06

RECOMMENDATIONS

These recommendations relate to National Minimum Standards and are seen as good practice for the Registered Provider/s to consider carrying out.

No.	Refer to Standard	Good Practice Recommendations
1	FS1	Statement of Purpose to be amended in accordance with the standard
2	FS30	Fostering Panel to receive management information about the outcome of foster carer annual reviews

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