



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

Oldham MBC Fostering Services

**Oldham M.B.C. Social services
Civic Centre, West Street
Oldham
OL1 1UW**

Lead Inspector
Helen Humphreys

Announced Inspection
23rd January 2006 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 Oldham MBC Fostering Services

Address Oldham M.B.C. Social services
Civic Centre, West Street
Oldham
OL1 1UW

Telephone number 0161 474 4637

Fax number

Email address

Provider Web address

Name of registered provider(s)/company (if applicable) Oldham M.B.C.

Name of registered manager (if applicable) Steve Slater

Type of registration Local Auth Fostering Service

Category(ies) of registration, with number of places

SERVICE INFORMATION

Conditions of registration:

Date of last inspection 17th January 2005

Brief Description of the Service:

Oldham Metropolitan Borough Council Fostering Service currently has 103 approved Fostering households and this includes 44 in dataset 'Friends and Family' carers and 21 carers who are part of the family Link Services offering short breaks to families with children with disabilities.

The service has temporary carers offering a placement in an emergency and medium to long-term care. The Service has permanent carers who provide long term care as an alternative to adoption. The Friends and Family carers provide care to children who are known to them and this may be on a short or long-term basis. Oldham SSD were exploring the use of 'special guardianship' at the time of the inspection.

The service has some respite carers who provide short breaks to families and other carers with caring responsibilities.

Oldham Metropolitan Borough Council Fostering Service has recently introduced a 'payment for skills' scheme, which will provide carers with additional money in accordance with their assessed abilities and in addition to the fostering allowance.

The Service is managed by a recently appointed manager, and two senior practitioners and is located within the Looked After Service managed by a head of service. The fostering service is managed separately to the adoption service.

SUMMARY

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

Oldham Social Services agreed to 'pilot' the new fostering inspection methodology as created by CSCI for implementation from April 2006. As a result of this the inspection took place over many days and was somewhat disjointed. However the managers and staff within the service were very co-operative and obliging in making information, files and personnel available to the inspector.

The inspection included an initial meeting with the Assistant Director of Social Services, the head of service and fostering manager and later discussions with the manager and head of service, who also chairs the Panel. The inspector met the chair of the provider panel, placements manager and contract and commissioning officer, the service manager for CAMHS and a clinical psychologist who works with Looked after children, three members of fostering staff, one placing social worker and a social work assistant.

A case tracking exercise was undertaken and the inspector read the files of 12 children placed and subsequently visited 5 fostering households.

Various records were viewed including the minutes of the provider panel, fostering panel and contract documents.

Letters and questionnaires were sent to placing social workers, a random selection of carers and children aged under eight. There was a good response from carers and young people, who either wrote, rang or emailed the inspector.

The fostering manager completed a 'data collection tool' and a 'Provider Assessment Tool', which provided information for the inspector and included an assessment by the manager on how well she thought the service was performing.

What the service does well:

A significant number of carers contacted the inspector via letter, phone and email. Almost all of them said that they felt supported by the fostering team and enjoyed being foster carers. Those who met the inspector presented as knowledgeable and committed to the fostering task. Carer's comments include, 'If I have a problem , they do try to help and we are very happy that we chose to do fostering' and 'We have been fortunate in having excellent support from the staff, 'The staff deserve a real 'pat on the back' for all the work they do'.

Some of the letters showed real insight into the difficulties facing young people and how this impacts onto the care of the children placed. Although some carers were critical of the 'out of hours service' and the inconsistency of the support received from placing social workers very few were unhappy with the service they receive from the fostering team.

A number of children placed contacted the inspector via email, phone or letter and the inspector met 12 children and young people. Some wrote at length about their experiences. Although some stated that they would prefer to live with their parents, they all said that they liked living with their foster carers. Their comments included, 'I'm really happy living atI think it was a fabulous decision I came to live here' and 'I am happy living with my foster family, it is the best foster home ever and I don't want to leave only if I go back to my mum'

Three placing social workers responded to the questionnaires and all were happy with care being offered by the carers.

Young people who were met or who contacted the inspector said that their carers helped them to keep healthy and looked after them when they were ill. All young people commented on the healthy food they were provided with and that they had the opportunity for exercise. Carers were aware of the need to take young people to the GP and dentist and health care assessments. Some carers knew that this information was required at the time of statutory reviews and was monitored by social services. Training has been provided to carers on a range of health care matters.

All Looked After Children have good access to the CAMHS service and the manager reported that all young people who have been referred to the service have been seen. Young people and carers who have had contact with the service said that it had been helpful. The Psychologist who worked with the families involved was aware of the progress made and details. Staff within social services said that they enjoyed good relationships with the CAMHS and counselling service, which employs social workers to act as counsellors. The Psychologist has attended support groups to provide consultation and advice on emotional and mental health issues of children in foster care.

Young people who were met or who contacted the inspector said that they felt safe with their carers and that their carers helped them to keep safe in new situations. Carers have been offered training in child protection and related matters. One young person wrote, 'I know I am safe because I'm only allowed to play out on the front and not down the road'.

The arrangements for the recruitment and selection of staff are satisfactory and appropriate information had been obtained prior to the appointment of new staff.

The staff involved in the inspection presented as competent and loyal to the service and demonstrated their commitment to supporting carers and making

appropriate matches. Most carers were satisfied with the way that children had been placed with them.

All of the staff have a social work qualification and are experienced practitioners. Staff said that they were well supported by the manager and by each other and commented on the 'good team spirit'.

The Panel is chaired by an experienced practitioner who is also head of service. The Panel has a good range of professionals and access to health and education advice. Carers attend Panel and are dealt with sensitively by the chair and panel members. There was evidence of careful and thoughtful debate and the Decision maker who is the Assistant Director is clearly involved in decision making and does not always endorse the recommendation.

Some of the young people who were interviewed were doing well at school and carers commented on the good service they receive from the education support service. The service reported that only one young person placed in foster care in the last 12 months has been convicted of an offence and overall there were few young people involved in drugs, alcohol or risky behaviour. There was evidence that where a young person was struggling at school and in the placement that additional services had been introduced from the education support team and CAMHS with good affect.

Oldham SSD have a service level agreement with the Goodman Project in Manchester who provide a service for 'concurrent planning' working with birth families and prospective adoptive families. There was evidence of good working relationships and children being placed without delay into long-term families. Two children in the past year have been placed within the birth family, indicating that the outcome of the assessment is not always determined at the outset.

Oldham considers that it is providing a good service and this inspection would concur with that judgement, however this is based on a number of new initiatives, which need time to develop and begin to 'bear fruit'.

What has improved since the last inspection?

The service has made steady progress on the requirements and recommendations made at the last inspection and has made significant changes in the management arrangements.

Overall there has been an improvement in all areas of the fostering service and a clearer understanding of the direction the team needs to go in order to maintain the improvements. This is detailed in the team development plan and was supported by senior managers within Oldham SSD.

The service is now formally separated from the adoption service and is managed by a newly appointed experienced qualified manager. The service moved to new premises the week before the inspection and although are located close to the adoption team there is now a more physical separation.

The manager and team have implemented a range of new initiatives to recruit, and retain carers, which includes a new payment scheme, increase in allowances and increase in training and the establishment of more support groups.

Two senior practitioners have been appointed to support the manager and funding has been provided to appoint four new posts with two staff in post at the time of the inspection.

The work of the team has been re-organised with various members responsible for different areas of work. Staff said that they welcomed this move and were enjoying developing new services and initiatives.

Oldham SSD have developed a Provider Panel and a Complex Cases Panel (where joint funding is required) to monitor placements and agree funding particularly for placements in Independent Fostering Agencies. (IFAs). The Panel chair reported that a further aim of the Panel was to improve practice and the outcomes for children in placement.

The Placements Officer has a responsibility for tracking placements and to ensure that young people do not 'get lost' in the system. However this post-holder left during the inspection and there was some delay predicted until the new incumbent could take up their post.

Oldham Contracts and Commissioning Unit have developed new contracts for purchasing placements particularly in the Independent Fostering Agencies. They have developed systems to monitor placements and in particular to start to look at good outcomes for children with particular agencies and agree different funding arrangements, including negotiation of discounted fees with the agencies who Oldham use the most frequently. This process has been successful and the staff involved were obviously very committed to the task of improving overall outcomes for the young people placed and obtaining 'value for money'.

These changes are beginning to impact in planning and outcomes for children placed within the fostering service and those placed in IFAs. Overall there was a greater clarity about the use of agencies and this information was known to staff particularly when trying to match young people.

There was evidence of greater monitoring of practice both in the fostering service and social work teams and in the supervision of carers. In some of the child care files there was more evidence than previously seen of supervision of cases by team managers and auditing of files.

The Fostering Service has created new Placement Agreements for all placements made since October 2005 and these identify where if any, there are any gaps in the placement and how these would be met. This makes the task clearer for the carers and placing social worker at the onset of the placement so that every one involved is clear of the plan. At the placement meeting the carer and fostering social worker can ask for any outstanding information relating to the young person.

Overall there has been an increase in the number of carers having their annual reviews undertaken on time and the format for these has been changed to incorporate a competence-based assessment of their skills.

Since the last inspection the manager has paid more careful attention to the complaints and allegations made by young people and professionals about carers. This has led to some strategy meetings and other actions.

The manager has undertaken a thorough audit of the carers and has started to de-register and change approval status of some carers. This has meant that services can be directed to the carers who need the time of staff more effectively.

The service has introduced a 'payment for skills' scheme, which will increase the allowances paid to carers, and pay them an additional fee for any additional qualifications and experience. This has been cautiously welcomed by the carers, some of whom were not entirely clear how it would work and some noted this in their conversations and letters to the inspector. As time goes by the new scheme will become embedded and initial teething problems should be sorted out.

Since the last inspection the team have re-located into new premises along with a number of other teams related to children's services. All staff have access to work and a computer and storage facilities. It is anticipated that there will be an increase in joint working as all teams are co-located, for example personnel, after care and adoption.

What they could do better:

Although carers were clear of their responsibilities in relation to health care, the numbers of young people who have visited the dentist and had a health care assessment were low. The manager should find ways to encourage more carers and young people to access health care services.

The staff are not always recording the matching decisions for children placed and this would be helpful when reviewing cases and so that young people would know in the future why they were placed there. It is also helpful to identify the gaps in matching, particularly for children placed in an emergency.

Although there were some good examples of where young people were doing well at school, the overall number of young people with a personal education plan and the numbers of young people leaving school with GCSEs could improve.

The opportunities for young people to have their views promoted are limited. Although some young people can access the children's rights service and take part in the Consultation and Participation Strategy, the number of children in foster care who take part is small. In discussion and via letters some young people did not know how to make a complaint and some did not know that they could attend their statutory review. Oldham SSD stated that 72% of the children placed had communicated their views at statutory reviews. However some older young people said that the consultation booklets were too 'babyish' for them and carers of young children said that they were not suitable for them. Oldham SSD stated that 83% of young people had their statutory review held on time. Minutes of statutory reviews were not available on all files and some carers and young people had not received the minutes within an appropriate timescale.

The manager has implemented a monitoring system to comply with Regulations. This would be improved if the manager collated all the information so that this could be analysed to look for patterns, which might need corrective action.

Some of the development plans including the team plan lacked detail, specific targets and monitoring arrangements. These would be of more value if they contained these elements.

Although a number of processes have been developed relating to matching and monitoring of placements there was some evidence that they weren't all fully developed yet and should be monitored more carefully.

The manager is aware of the need to recruit more carers to meet the overall needs of the service and so that more young people can be placed with 'in house' carers. In particular she recognises that there is a need to recruit more carers from the Bangladeshi and Pakistani communities and this work has begun. The service must continue to recruit more carers who can meet the needs of the children requiring placement and in particular where most of the need lies, with sibling groups and adolescents.

The service provides a range of training and support groups for carers. These are attended by some carers and the numbers attending training has been steadily increasing. The manager should ensure that the overall attendance by carers does continue to increase and that in particular carers overall specific training needs are identified and they are encouraged to attend. In particular the carers who have been caring for a long period of time and whose knowledge may not be up to date, in particular in relation to child protection, first aid and diversity and equality.

The young people files, which are managed by the social work teams, varied, with some in a disordered state. The standard of information held, chronologies, legibility and signing of records varied with some good practice seen. On some files there was evidence of file audits and of supervision decisions recorded. Overall it was not entirely clear why some young people had been accommodated and that in future years young people who came to read their files would not be able to 'follow' their story. There was evidence that speedier action had been taken to accommodate children deemed at risk earlier than in cases reviewed prior to 2003 and that younger children were being placed for adoption/permanence earlier than in previous practice.

One young person was seeing a family support worker and from the file and discussion it was not possible to identify what work was being undertaken. The family support worker confirmed that there was no written plan and that no training was available for family support workers who are undertaking direct work and life story work and this should be provided to them.

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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Scoring of Outcomes

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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:

12

The fostering service promotes the health and development of the young people placed, however not all young people have access to the full range of opportunities.

EVIDENCE:

Young people said that their carers kept them healthy, gave them good food to eat and encouraged them to take exercise.

Carers have access to training on health related topics, but not all carers have accessed this.

The LAC Nurse and assistant will visit young people in school and at home to encourage them to undertake a health assessment.

Not all the young people placed are having a health assessment and are attending the dentist. This information is monitored by the service.

Carers had most but not all the health care information required on young people.

The service enjoys a good working relationship with reflections (counselling service) and CAMHS and all young people who have been referred to the service have been seen within a short time scale.

The manager is aware of the further development, which is required.

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):

3,6,8,9,15,30

The young people who are placed in the service are generally safe.

EVIDENCE:

The service is managed by a suitable person who has the necessary skills, qualifications and experience to carry out the role.

The carers who were met on this and previous occasions were providing a good service and young people were generally making good progress. Carers were aware of health and safety issues and all had safe caring policies.

The overall matching of young people has steadily improved over the last few years, with an increase in the number of carers available. Additionally placements are monitored by the placements manager and placements panel so that where ever possible there is a good match. Placements made since October are supported by a placement agreement, although not all cases were recorded as having been to the panel. However not all matching decisions are recorded clearly and this would be helpful.

Carers are offered training in child protection but not all carers were accessing this and some have not had their knowledge updated, (the take up of the training is currently being monitored). No young people said that they were

being bullied. All young people who communicated with the inspector said that they felt safe in the placement and some could say why.

The files for the newly appointed staff indicated that appropriate procedures had been followed and this was confirmed by the staff.

The Panel is chaired by the head of service and operates efficiently. The panel minutes indicate that it undertakes a range of business and make careful recommendations. The Agency decision maker takes an active part in the decision making and will ask for additional information if required.

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):

7, 13, 31

The service promotes diversity. The educational needs of the young people placed, are promoted. The short break service provides an appropriate service.

EVIDENCE:

The service provides a range of carers who can meet most needs but the manager recognises that further work is required in this area, including providing training for carers and the recruitment of more carers from specific communities.

A significant number of young people were doing well at school and had additional support from learning mentors and the education support team. The service recognises that overall more young people could achieve better at school and have plans in place to achieve this.

Carers were aware of the need to support young people at school and knew who contact if they encountered difficulties.

The short break service is located within the disability service and there is good communication between the services. The carer and parent (who were case tracked) receiving the service were satisfied with the arrangements.

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):

10, 11

The arrangements for promoting contact were good and the service recognises that consultation with children is an area for development.

EVIDENCE:

The arrangements for the promoting contact are good and carers were aware of the need for contact and some were dealing with complicated contact arrangements efficiently.

Carers recognised the need for contact and had appropriate information to support them.

Not all young people knew how to make a complaint, although some had determined by themselves who they could talk to.

Not all young people are able to contribute to the statutory review system and some said that they found the consultation tools inappropriate.

The service does not have a formal route for consultation with fostered children and relies on the routes, which are more favoured by children placed in residential care.

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):

14, 29

The new payment for skills scheme should ensure that carers are adequately rewarded. The over service to young people aged over 16, needs improvement.

EVIDENCE:

The After Care service works with carers to develop Pathway Plans but not all over 16years's old had Pathway Plans in place.

Training is provided for carers on developing appropriate skills, however it is not clear how many carers have attended.

The manager recognises that there is more work to do to develop services for young people aged over 16, and is beginning work with the After Care Team to improve this.

Young people who were aged over 16 and in foster care reported differing experiences of the after care service.

The service has introduced a new payment scheme for carers, which will reward carers appropriately and should contribute to retention of good carers.

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):

4,17,19,21,24,26,32

The service is effectively managed and staffed with well-motivated staff who are keen to deliver a good service to carers and young people.

EVIDENCE:

Although there are monitoring systems in place there is no overall collation of the information to look for patterns and trends.

Following restructuring the service has new staff in place, with more appointments to be made shortly. Shortfalls in staffing are covered by agency staff. Staff presented as committed, skilled, motivated and experienced and were well aware of the needs of the service. Staff receive regular supervision and have access to training opportunities.

The overall quality and content of training has improved over the last 12 months, although take up by some carers remains low.

Carers stated that they felt supported by staff and enjoyed good relationships with them. The staff have created additional support groups for carers to make them more accessible. Some carers were critical of the 'out of hours' service, which the manager is aware of and is considering how best to provide. Files indicated that carers were regularly visited and supervised.

The standard of children's files was inconsistent with some good practice noted. It was not always possible to understand from the file why young people had been admitted to care.

The team has recently moved into new premises, which are suitable for use and have secure storage available to them.

Kinship carers receive the same level of support as mainstream carers and Oldham SSD has a higher than average number of kinship carers.

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	2

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

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

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
10	3
11	2

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
14	2
29	3

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

No

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	FS12	15	OMBC must ensure that the overall number of young people have access to the dentist and undertake a health care assessment improves.	30/09/06
2	FS17	11	OMBC must continue with plans to ensure that they have a sufficient number of carers with the appropriate skills to meet the needs of the service.	30/01/07
3	FS24	30	OMBC must ensure that the case files for young people placed are comprehensive, ordered and clearly state why young people have been accommodated.	30/09/06

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	FS8	OMBC should ensure that all matching decisions are recorded and gaps in matching are identified.
2	FS13	OMBC should ensure that more young people have a PEP

		and that the plans for the overall educational improvement of Looked After Children continues.
3	FS11	OMBC should continue with plans to provide more opportunities for young people's consultation with the service, including more information on how to make a complaint should they wish to.
4	FS11	OMBC should ensure that more young people take an active part in their statutory reviews and that they receive the minutes within appropriate timescales.
5	FS4	OMBC should use more effectively the information it collates for monitoring the service.
6	FS4	OMBC should ensure that the recruitment strategy, development plan and other plans were more detailed, contained targets and monitoring arrangements.
7	FS5	OMBC should ensure that all staff follow the procedures it has in place to monitor placements.
8	FS23	OMBC should ensure that the training needs of carers are identified and that carers are encouraged to attend training and support groups.
9	FS19	OMBC should provide training for staff who are involved in direct work with young people.

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