



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

London Borough of Enfield Fostering Service

**Social Services Department
Southgate Town Hall
Palmers Green
London
N13 4XD**

Lead Inspector
Mr Gavin Thomas

Key Announced Inspection
10th, 11th, 15th & 16th January 2007 10:30

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	London Borough of Enfield Fostering Service
Address	Social Services Department Southgate Town Hall Palmers Green London N13 4XD
Telephone number	020 8379 2820
Fax number	020 8379 2699
Email address	
Provider Web address	www.enfield.gov.uk
Name of registered provider(s)/company (if applicable)	London Borough of Enfield
Name of registered manager (if applicable)	
Type of registration	Local Auth Fostering Service

SERVICE INFORMATION

Conditions of registration:

Date of last inspection 14th November 2005

Brief Description of the Service:

The Enfield Fostering Service recruits, assesses, trains and supports a range of fostering placements and is designed to meet the diverse needs of children and young people who are Looked After by the authority.

The restructuring of the service has now been completed. There is a separate recruitment and assessment team, a practice and support team, a kinship team and a permanency team. All teams are headed by a Deputy Manager. The service is currently based at South Gate Town Hall.

SUMMARY

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

This inspection took place over a period of four days. The following formed the basis of this inspection:

- Meetings with the Interim Manager.
- Meetings with staff from two teams.
- Meetings with Managers from different teams.
- Inspection of a range of documents and records including electronic files.
- Telephone contact with two Foster Carers.
- Visits to three foster homes.
- Feedback meeting with the Interim Manager and the Service Manager.

All staff spoken to were very clear about their roles and responsibilities. Staff were very enthusiastic about recent developments in particular the training opportunities and development of the kinship and permanency team. The Recruitment and Assessment Team spoke enthusiastically about the launch of the forthcoming advertising campaign.

What the service does well:

The fostering service works hard to maintain consistency in particular, the quality of reports (Form F assessments) and supervisions with Foster Carers. The fostering service has established good working relationships with other departments and values the input from other professionals. These teams include:

- The Local Safe Guarding Board.
- CAMHS (Children and Adolescent mental Health Service)
- HEART (Health, Education And Resources Team).

All staff spoken to, commented on the support they receive from management and each other. Staff indicated that the Interim Manager is very methodical in her approach and has introduced processes to ensure positive outcomes for children/young people, Foster Carers and staff.

Questionnaires were distributed to children/young people, Foster Carers and Social Workers. A summary of the responses were as follows:

Children/young people – sixteen completed questionnaires were received.

Overall, children/young people were satisfied with their foster placements. Two young people stated that their Social Worker doesn't listen to them. One young person stated that their adoption procedures are taking too long.

Foster Carers – twenty-eight completed questionnaires were received.

The majority of Foster Carers were satisfied with the service including support, training and matching processes. Three of the key matters raised by Foster Carers were as follows:

- Lack of information provided to them at the start of a placement.
- Lack of communication between social work teams.
- Lack of consistency and communication with children/young people's Social Workers.

One foster carer rated the service as being "poor". This questionnaire was anonymous. Therefore, the Inspector was unable to consult with the person who completed the questionnaire.

Social Workers – twenty-seven completed questionnaires were received.

The majority of Social Workers including a commissioning officer rated the service as being "good".

Social Workers rated three foster homes as being "excellent".

Social Workers also stated that one of the main improvements over the last year has been the increase of in-house Foster Carers.

Key matters raised by Social Workers were as follows:

- Numbers of approved Foster Carers who can accommodate siblings should be increased
- Services for children with disabilities should improve.
- Funding for children/young people to undertake hobbies should be reviewed.

The Inspector takes this opportunity in thanking everyone who contributed to this inspection, including those who completed the questionnaires.

What has improved since the last inspection?

The following improvements have been introduced since the last inspection:

- A kinship and permanency team has been established.
- The fostering service is now staffed with permanent staff (there were no Social Worker vacancies at the time of this inspection).
- The procedures and administration of foster carer reviews were reviewed and updated in July 2006.
- The foster carer handbook has now been revised and updated.
- The roles and functions of the Fostering Panel have been revised.
- The fostering service has seen an increase of Foster Carers at the support groups.
- The fostering service is making progress towards the provision of therapeutic foster care.

What they could do better:

The views and comments of foster carers, children/young people and Social Workers were discussed with the Interim Manager and Service Manager. However, prior to this inspection, the Interim Manager indicated in the pre-inspection document (Annual Quality Assurance Assessment) that over the next twelve months, the fostering service intends to recruit to meet the specific needs of Looked After Children via a more focused advertising campaign. The Interim Manager also stated that Therapeutic Foster Care would be developed with input from the CAMHS service.

The fostering service has been operating without a permanent manager for over a year. The Inspector was informed that the advertisement for this post was imminent.

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. The summary of this inspection report can be made available in other formats on request.

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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.

JUDGEMENT – we looked at the outcome for Standard:

12.

Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

The service has partnerships with other key agencies and professionals to further develop health care planning for children placed by the service. The service has identified ways in which it evaluates how it achieves good health outcomes for children/young people.

EVIDENCE:

All Foster Carers spoken to confirmed that children/young people were registered with a GP and had access to primary health care treatments. Protocols were in place for ensuring that children/young people are registered with primary health care professionals.

Foster Carers confirmed that they accompany children/young people to medical appointments. One foster carer gave an example of how the Supervising Social Worker was instrumental in advocating for a child/young person who required specialist medical input.

Training on health topics is provided for Foster Carers. This type of training was being evaluated by the Training Manager with a view to enhancing this training over the next year.

There have been significant developments since the last inspection with ways in which staff and Foster Carers are supported with regards to meeting children/young people's health needs. Health professionals such as the LAC Nurse and staff from the CAMHS (Children and Adolescent Mental Health Service) and HEART (Health, Education And Resource Team) also contribute to integrated training and development for Foster Carers and staff. Foster Carers confirmed that the LAC Nurse also gives support.

A CAMHS support group has now been set up for up to ten Foster Carers at any one time. The purpose of this group is to provide group supervision and support. Themes and case studies are also addressed at these meetings.

Staff from the CAMHS Team facilitate weekly clinics for the Social Work Teams.

Arrangements have been made for the Senior Child Psychotherapist to attend staff meetings.

The foster carer handbook contains a wealth of information relating to health and promoting healthy lifestyles with children/young people.

Copies of health assessments and medical reports were available on children/young people's files examined. The Interim Manager did explain that as part of the development plan over the next twelve months, the fostering service would work with other agencies to ensure that Foster Carers are given copies of all relevant documents relating to a child/young person's health at the start of the placement. This was a matter raised by some foster carers in questionnaires received.

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.

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

3, 6, 8, 9, 15 & 30

Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

Children/young people are placed with Foster Carers who have been assessed as being able to meet the child/young person's needs, ensuring the welfare of the child/young person is safeguarded.

Children/young people are safeguarded through safe guarding issues being managed through good partnership working with other agencies.

EVIDENCE:

The London Borough of Enfield was in the process of finalising details for the Manager's post to be advertised.

The Interim Manager has been in post since October 2005. The Interim Manager has demonstrable experience and is suitably qualified to manage the fostering service. The Interim Manager has sixteen years experience in managing various children's services in both Local Authority and Voluntary sectors. The Interim Manager holds a DIPSW – BSc (Hons)- MA in therapeutic

childcare, a professional management qualification and Advanced Award in Social Work.

The Interim Manager confirmed that she is registered with the General Social Care Council.

All staff spoken to made very positive comments about management support and the strength of the leadership for the fostering service. Specific examples were given about the Interim Manager and the effective changes, which have been introduced.

All foster homes visited were maintained to a very high standard. Records examined confirmed that stringent processes are in place to ensure the suitability of foster homes prior to approval. This includes a health and safety assessment, which is reviewed periodically before and after approval.

The Fostering Service had very detailed matching processes in place. A placement stability group was set up in September 2006. One of the primary roles of this group is to analyse the key factors and triggers in placement breakdown. The group is expected to produce its first report on findings and learning outcomes in March 2007.

The Resource Panel meets every week to discuss matching and requests for placements. The Kinship and Permanency team also undertakes family finding.

Matching reports were available on children/young people's files examined. The reports were detailed and well written.

A new process was being introduced with the Recruitment and Assessment Team. This team will now be responsible for monitoring the appropriateness of matching children/young people with Foster Carers. The outcome of this initial study is expected to be published in Spring 2007.

Four children/young people spoken to told the Inspector that they were happy in their placements and enjoyed living with their foster families. All children/young people who completed questionnaires for the purpose of this inspection indicated that they had no concerns about living with their foster families.

The Interim Manager explained that the Fostering Service would aim to recruit additional Foster Carers over the next twelve months. This would include Foster Carers for children with special needs and Foster Carers to provide Treatment Foster Care.

One Social Worker was of the opinion that the Fostering Service should provide more in-house Foster Carers who can provide placements for siblings. The Fostering Service had already acknowledged this.

One Social Worker commented that the Fostering Service has done well over the last year in providing a bigger group of in-house Foster Carers.

The Inspector met with the Safeguarding and Quality Assurance Service Officer, who is also the link Safeguarding Officer for the Fostering Service. The Safeguarding/Quality Assurance service provides on-going support and training to the fostering service. This includes a walk-in service for staff.

The Safeguarding Officer intends to work closely with the Kinship/Permanency Team in an advisory role. It was reported that initial meetings with the team would take place every six weeks. The Local Safeguarding Board provides a wide range of training courses, which staff and Foster Carers can access. In addition to this, training on child protection and safe caring is included in the Fostering Service training programme.

Foster Carers spoken to confirmed that they had attended training on child protection and safe caring procedures.

Procedural guidance on child protection was included in the Foster Carers handbook.

Detailed procedures were in place for children/young people missing from care and home.

The Recruitment and Assessment Team is responsible for carrying out checks on prospective Foster Carers. Evidence of checks on files examined was in keeping with the requirements under Schedule 1 of the Fostering Services Regulations 2002. The Support and Development Team is responsible for ensuring that statutory checks are updated. The Deputy Manager monitors these processes.

The Fostering Panel was not observed on this occasion. The Interim Manager reported that the panel is well established. Minutes of the last three panels examined were detailed and informative. The minutes indicated that all cases presented to the Fostering Panel are thoroughly examined.

The functions of the fostering panel have now increased. The fostering panel is now responsible for the matching and recommend approval of all long term fostering for children/young people 0 – 16 years.

The Fostering Panel is consulted on kinship viability assessments.

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.

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

7, 13 & 31 Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

The service is doing well in developing recruitment strategies for recruiting Foster Carers to meet the needs of children/young people requiring foster placements.

The fostering service ensures that children/young people are supported to reach their potential. It uses available resources for encouraging the educational achievement of children/young people and provides guidance to its carers on supporting educational achievements.

EVIDENCE:

Matching processes takes into account children/young peoples needs such as gender, ethnicity, health needs, sexuality, disability, language and culture. Support and advice is given where children/young people are placed in transracial or transcultural placements. One foster carer confirmed this. Foster Carers also support each other with regards to transracial and transcultural placements. Funding is provided to facilitate additional support for these placements.

Training on equality and diversity is purchased from an independent trainer. In addition, all Foster Carers and staff are encouraged to complete the equal opportunities monitoring form at the end of all training attended.

Two Foster Carers rated the fostering service and the Local Authority as being "poor" with regards to equality and diversity. One foster carer did not disclose their personal details. Another foster carer consented to their details to be passed to the Interim Manager who in turn agreed to consult with the foster carer about the issues raised.

All other Foster Carers and Social Workers rated the service as being "good" or "excellent" with regards to how well the fostering service address issues of equality and diversity.

The Fostering Service works closely with professionals in the HEART team such as the LAC Teacher and Educational Psychologist. Copies of children/young people's PEP's (Personal Education Plans) were available on files examined. The London Borough of Enfield has now introduced PEP's for "Early Years".

Foster Carers are required to monitor children/young people's school attendance. They are also required to attend PEP review meetings and open evenings at School. One foster carer confirmed that they attend school meetings. Advice and support is offered to children/young people at Triangle House, Children's Resource Centre.

Out of the four children/young people the Inspector met, one was in full time education in mainstream school and three were attending higher education. Three young people explained that they would like to go on to University.

The London Borough of Enfield provides a computer and printer/scanner for all foster homes for children over the age of 10. The London Borough of Enfield employs an IT support agency. Part of this support package is to provide monthly emails to Foster Carers giving advice about suitable educational programmes on the Internet. This is judged to be good practice.

Pathway plans were in place for all young people who were preparing for semi-independent living. The Leaving Care Team assesses provisions for care leavers. In addition, a group called "The Transition to Adulthood Group" has been established. This group facilitates the transition of young people to adult services as required.

A separate Social Work team based at the Cheviots Centre is responsible for the assessment and support of Foster Carers who provide care for children/young people with disabilities. This team was not assessed. However, the Interim Manager reported that the service has identified the need to recruit a higher number of Foster Carers to provide care for children/young people with disabilities.

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.

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

10 & 11

Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

Maintaining and developing family contacts and friendships are integral to the service provided. This is emphasised through the training and support given to Foster Carers.

The service together with other agencies is developing its participation strategy for the full and active involvement of children at every level.

EVIDENCE:

Contact arrangements are agreed at the start or soon after the start of a placement.

Three provisions are used in the London Borough of Enfield for contact between children/young people and their families.

The Family Worker is responsible for monitoring contact and reporting any concerns or matters to the Fostering Service. It is an expectation that Foster Carers accompany children/young people on contact visits.

Training on contact is provided for Foster Carers and social work staff. Social Workers said that they received very positive feedback from Foster Carers about this training. The "Skills to Foster" training also includes guidance and advice on contact.

Supervising Social Workers gave examples of how different cases are managed to ensure positive outcomes for children/young people and their families. Alternate methods of contact are monitored for safety reasons.

One foster carer spoken to confirmed their involvement in facilitating contact with a child and their parents at a contact centre.

The Fostering Service consults with children/young people in a variety of ways: Children/young people are consulted via the Animation Project, which is an annual event. Children/young peoples comments and views from this event are passed to the Quality Assurance Team. As a result of the most recent animation project, children/young people have produced their own animated film. This was available on DVD.

Children/young people were consulted on the Green Paper. Evidence was available to confirm this.

Young people are encouraged to comment on the different types of services provided. Guidance relating to this is explained in a document titled "An Introduction to the Adolescent and Leaving Care Service".

The Interim Manager confirmed that all children/young people are given a copy of the complaints procedure. Children/young people are also given details of other professionals and national organisations such as the Children's Rights Director, Communications Officer, Voice for the Child in Care, A National Voice, and The Who Cares? Link Line and NHS Direct.

All information published by the Council is available in different languages.

The Interim Manager explained that a further review of consultation processes with children/young would take place once the restructuring of the teams is established.

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)

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

14 & 29. Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

Young people are well prepared for independence and receive on going support when living independently. The service has established effective links with other agencies such as the Adolescent and Leaving Care Team.

EVIDENCE:

The Adolescent and Leaving Care Team has overall responsibility for ensuring that the needs of young people leaving care are being met. The fostering service works closely with the Leaving Care Team to ensure that the agreed plan for young people moving on to semi/independent living is successful.

The Adolescent and Leaving Care Team has published a document titled "An Introduction to the Adolescent and Leaving Care Service" for the benefit of young people leaving care.

The Care Leavers Group meet regularly throughout the year at Triangle House to discuss topics and matters such as healthy lifestyles, keeping safe and accommodation.

Pathway planning was in place for all young people preparing to move on to semi/independent living. This includes an independent living assessment. A Pathway Planning and checklist document was in place. This is a new document, which was researched and published by young people, Foster

Carers and social work staff. The document was highly commended and considered to be very informative with practical guidance on key areas such as independence skills, money management, accommodation and health.

The fostering service has produced a detailed document on allowances. These details include holiday allowances, pocket monies for children/young people and special events. Allowances are calculated in accordance with the guidance produced by Fostering Network and divided into the following categories:

- Permanency/long term.
- Short term/task centred.
- Kinship.

Foster Carers are required to sign the terms and conditions relating to their allowances. This is judged to be good practice.

One kinship carer was of the opinion that "equal" allowances should be paid to Foster Carers and kinship carers. Foster Carers spoken to confirmed that there were no concerns with regards to the payment of their allowances.

The Interim Manager reported that Foster Carers now receive on going information about changes in Tax law from an independent advisor. Foster Carers have also been consulted on the "National Fostering Allowance" framework.

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 1, 16, 17, 21, 24, 25 and 32 the key standards to be inspected.

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

Quality in this outcome area is **good**

This judgement has been made using available evidence including a visit to this service.

The management team is strong, consistent, well qualified and experienced. Managers demonstrably provide good leadership to the staff team and Foster Carers. The service and business plan integrates robust quality monitoring and

assurance systems, which is developing to include effective methods and systems for staff, Foster Carers and children/young peoples views to be heard.

Staff and carers demonstrate their commitment to achieving best outcomes for children/young people.

There are sound policies and strategies for the development and support of kinship carers.

EVIDENCE:

A Statement of Purpose was in place. The content of this document was in keeping with the criteria as set out in Schedule 1.4 of the National Minimum Standards for Fostering Services. This document was in the process of being updated.

There were very clear lines of accountability in place. All staff spoken to were very positive about management support. Very clear arrangements were also in place to identify the person in charge when the Interim Manager is absent.

With the exception of the Manager, the fostering service was fully staffed with permanent staff at the time of this inspection. The staff team has been stable for the last twelve months. The Interim Manager confirmed that all staff were suitably qualified and experienced. Recent changes have improved ways in which the service is delivered. Staff explained that the restructuring of the teams was still being monitored but proving to be successful. Professional supervision is provided to all staff. Members of the staff team confirmed this.

Five of the staff from the fostering team were asked their views on the service. A summary of the responses were as follows:

- The service is dynamic and professional.
- The service is thorough and accountable.
- The service is organised and rewarding.
- Foster Carers are hardworking and professional.
- Children/young people are offered a good service.

Staff gave examples of their achievements within the team over the last year as follows:

- Promotion to a Senior Practitioner.
- Being part of a supportive team.
- Developed the skills for compiling an interviewing format when completing Form F assessments.
- Developed more confidence.
- Has become more focused and reflective.

Staff confirmed that training opportunities are relevant to their work. Some training is also undertaken jointly with Foster Carers. The fostering service has made a marked improvement in delivering a training programme for Foster Carers. A foster carer training and skills strategy programme for the period 2007 – 2009 was being devised at the time of this inspection. Two Foster Carers visited made very positive comments about the training programme issued within the last year. Foster Carers were of the opinion that training courses are interesting and meaningful. One foster carer was of the opinion that training on equality and diversity should be facilitated by people from black and ethnic backgrounds.

All staff spoken to, demonstrated professionalism and a very clear understanding of their roles and responsibilities. Explanations given by staff about the strategic plan for the service over the next year were consistent with the information provided by the Interim Manager in the Annual Quality Assurance Assessment.

There was appropriate administrative support in place. The Interim Manager explained that this would be kept under review.

A “foster carer co-ordinator” is now in post. The Interim Manager explained that the input from this member of staff has seen a marked improvement with the numbers of Foster Carers attending support groups and training.

All prospective Foster Carers are required to attend the “Skills to foster” training. This training takes place five times annually. This training includes the criteria as set out in Standard 17 of the National Minimum Standards for Fostering Services. In addition, information sessions are held monthly. This is judged to be good practice.

The overall comments made by Foster Carers about the support systems including out of hours support were positive. Although Foster Carers were generally satisfied with the support they receive, a high percentage of Foster Carers stated in the questionnaires that support from Children’s Social Workers is less consistent. Some Foster Carers also felt that on occasions, there was lack of information about the children given to them at the start of the placement. These comments were subsequently discussed with the Interim Manager.

The fostering service has established a group of Foster Carers who are interested in providing therapeutic Fostering. A selection process was imminent.

Business management processes were in place and still being developed. Plans for the next twelve months will include:

- Appointing a permanent Manager
- Appointing a permanent Independent Reviewing Manager.

- Implementing more robust foster carer review mechanisms.
- Launch advertising campaigns to meet the diverse needs of Looked After Children.
- Launch new marketing materials with the Recruitment and Assessment Team to attract different types of Foster Carers.
- Continue to develop a therapeutic fostering service in partnership with CAMHS.
- To provide improved facilities for Foster Carers meetings.
- Continue to develop the Enfield Foster Care Association.
- Relocate to more suitable premises.

All records examined for the purpose of this inspection were maintained to a high standard. These records included:

- Foster carer's files.
- Children/young peoples files.
- Training records.
- Consultation documents.
- Minutes of support groups and meetings such as the placements panel and management meetings.
- Policies and procedures.
- Foster carer's manual.
- Information available to children/young people.

The London Borough of Enfield was in the process of transferring all of the Children/young people's files electronically as part of the Integrated Children's Service. Some of these files were viewed for inspection purposes.

The foster carer's handbook has been revised and updated. This document was very informative.

Quality monitoring processes were in place and evidence was available to confirm that the Interim Manager monitors the quality of the service including various processes required under the Fostering Services Regulations 2002 and Schedule 7 of the Fostering Services Regulations 2002.

The development of the kinship and permanency team has been one of the key developments for the fostering service since the last inspection. One Kinship carer has obtained a Special Guardianship order. A further three planned moves to Special Guardianship were being processed.

Specific training on kinship care was provided during the last year. It is anticipated that this training will continue twice yearly.

Overall, the management of the fostering service is developing and becoming more innovative and creative with regards to the recruitment, support and training of Foster Carers. Equally, the service has worked hard over the last year to improve the links with other stakeholders such as joint working with the CAMHS team, HEART and the safeguarding board to provide the best outcomes for children/young people in foster care.

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	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	3

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
14	4
29	3

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

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.	FS3FS3	The London Borough of Enfield should notify the CSCI of the permanent management arrangements for the Fostering Service once the recruitment process has been completed.

Commission for Social Care Inspection

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