

inspection report

FOSTERING SERVICE

Islington Fostering Service - Children and Families

Highbury House 292 Essex Rd Islington London N1

Lead Inspector
Ms Jill Marriott

Announced Inspection
3rd February 2006 10:00

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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Document Purpose	Inspection Report		
Author	CSCI		
Audience	General Public		
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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 Islington Fostering Service - Children and

Families

Address Highbury House

292 Essex Rd Islington London

N1

Telephone number 0207 527 4298

Fax number

Email address susanna.daus@islington.gov.uk

Provider Web address

Name of registered provider(s)/company

(if applicable)

Islington Social Services

Name of registered manager (if applicable)

Ms Susanna Daus

Type of registration

Fostering Agencies

Category(ies) of registration, with number of places

SERVICE INFORMATION

Conditions of registration:

Date of last inspection

Brief Description of the Service:

Islington Fostering Service is a local authority service providing a range of care for children who are looked after. The fostering service is committed to providing quality placements for children and young people who are not able to remain with their birth families. Islington offers a range of placements including permanence, short-term fostering, kinship carer placements and respite care.

Initially when a child is in need of a fostering placement the placement officer will be looking for kinship carer's within the wider family network. Where this is not possible a placement with approved Islington Foster Carer will be sought.

It is the aim of the Local Authority to ensure that all children are matched with appropriate carers who can meet their identified needs.

The service aims to work in partnership with children, carers, families and other professionals to ensure that all young people have a care plan, which is reviewed regularly and clearly sets out the future plans for the child.

Islington Fostering Service places a strong emphasis on the support, training and supervision of staff and carer's with the aim of providing a high standard of safe care to the children and young people placed with them.

SUMMARY

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

This inspection was announced and took place over a three-week period, which started on the 6th February 2006 and included the activities on the dates below.

6/02/06 - Planning meeting + reading staff files.

9/02/06 - Observation of Islington Foster Panel

10/02/06 - Reading children and carer files.

10/02/06 - Interviews with Deputy Managers

13/02/06 - Home visit to Foster Carer.

13/02/06 - Home visit to Foster Carer.

13/02/06 - Home visit to child in Foster Care. 8/02/06.

14/02/06 - Team meeting

14/02/06 - File reading.

15/02/06 - Home visit to carers and child.

15/02/06 - Home visit to carer and child.

17/02/06 - Discussion with Social worker from Asylum Seekers Team

17/02/06 - File reading.

21/02/06 - Feed back to Manager

The past year has seen significant changes in the Islington Fostering Service there is a new permanent manager in post and a stable fostering team of permanent staff. Four social workers in the team are working through an agency. Two of these are now employed permanently by Islington.

The inspector would like to thank carers and young people who welcomed the inspector into their homes and all of the staff, carers and children who took part in the inspection.

What the service does well:

The Fostering Service is committed to keeping safe care and the welfare of children at the centre of its work. Good support and training is offered to staff and from discussion with carer's it is clear that the agency offers excellent levels of support for them.

From the information received the following areas were some of those seen as very positive by carer's.

- 1) Regular support from the supervising social worker.
- 2) A good out of hours support service.
- 3) Regular support group meetings.
- 4) Feeling genuinely valued most of the time.
- 5) Having someone at the end of the phone at all times should you need help.

What has improved since the last inspection?

The management team is reviewing and developing services and progress is evident in areas such as approval of new carer's and re-approval of established carer's.

Kinship care has been identified as a positive alternative to children being placed with foster carer's. Support for kinship placements has improved and carer's looking after children of family members or friends are visited regularly and have access to all fostering support services. A special event was held for kinship carers in the summer of 2005 as a result carer's are now feeling more involved in the service.

An anti bullying policy and procedure has been introduced for the fostering service.

Policies have been developed with regard to special guardianship and information is available to foster carers with regard to special guardianship being a positive alternative to fostering.

Islington is also monitoring private fostering arrangements in the local area.

What they could do better:

There are some areas, which need to improve and these are explained in the main body of the report.

The fostering service must introduce an appropriate statement of purpose and children's guide to the fostering service, which meets the minimum standards and regulations.

Information receive from foster carer's identified the following areas as needing improvement.

- 1) More involvement is needed from the children's social workers. (Carer's realise the children's workers are not part of the fostering service)
- 2) More help is needed to get some children to contact visits. E.g. access to parking space and reasonable time differences where two children placed attend contact on the same day at different places.
- 3) Better childcare so carer's can attend training and support groups. (A good quality crèche is available but can only accommodate 7 children.)

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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Staying Safe

Enjoying and Achieving

Making a Positive Contribution

Achieving Economic Wellbeing

Management

Scoring of Outcomes

Statutory Requirements Identified During the Inspection

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 was assessed at this inspection.

Islington fostering service in this and in previous inspections have evidenced that staff and carer take a proactive role in promoting children's health. Children are further protected by Islington's policies and procedures relating to the health of Looked after Children.

EVIDENCE:

From discussion and from written information on children's files and that contained in policies and good practice guidance there is evidence to demonstrate that the Islington Fostering Team provide services, which ensure children's health and developmental needs are met. Information regarding the steps to be taken with regard to the health needs of looked after children is contained in the Foster Carers Handbook and the Looked after Children's manual. Islington Social Services has a Looked after Children's health team who are active in supporting the promotion of good health for children in they're care.

Foster carers are clear about their responsibilities in respect of the health needs of the children placed with them. Evidence seen on files inspected showed that children have regular looked after children medicals, and that each child is registered with a G.P.

Regular dental, vision and hearing checks are recorded and younger children are linked with a health visitor.

The supervising social workers support carers and young people with disabilities to obtain appropriate medical support and equipment according to the child's needs.

Files seen evidenced that the health of the children placed with Islington carer's is tracked through the Looked After Children review process.

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 were assessed at this inspection.

The recruitment practices of the agency are in line with regulatory requirements for staff and carers.

The service ensures as far as possible that children and young people are suitably matched with approved carers. The approval process of carers is centred on safe care practice. The foster panel is organised effectively.

EVIDENCE:

There was evidence to show that the Responsible Individual, the manager and deputy managers of the service have appropriate qualifications and experience for their posts.

The inspector visited a number of foster homes during the inspection. Carer's told the inspector that they were aware of the inspection and understood they may be visited as part of the inspection process. The homes visited were warm, clean and well maintained. Foster children have their own rooms. Only younger sibling groups on occasion share rooms. From the files seen and from discussion with carer's it was evident that their homes are visited regularly as part of the carer's supervision.

Health and safety of the placement is inspected during supervision sessions and any issues arising are considered and recorded on file as part of the supervision process and as part of the annual review of approval. In general the households visited met the required standard. However during one visit to a child and carer it became evident that there were not enough appropriate private facilities for the young person living there. This issue was raised with the fostering manager who will ensure the situation is resolved with the carer and with the supervising social workers who assessed the carer's home as part of the approval process. It is essential that fostering social workers and carer's are aware of the need for privacy for young people and what areas of the carer's homes need to be completely private.

Through talking with carer's, key staff and through inspection of files the inspector tracked the process of referral and placement of children. Referrals and placement plans were seen on the children's files. Evidence showed that as much information as possible is received and considered prior to matching and placing children. Children are as far as possible placed with carers who closely match their own gender, ethnicity, language, cultural, religious and racial background when placing young people disability issues are also considered where appropriate.

Where on occasion children are placed with carers from a different background support is offered to ensure the carers are fully aware of the child's needs. This was evident from tracking the placement of one child with a carer from a different background. Information shared with the inspector showed that a more appropriate placement was being sought for the young person as a matter of urgency.

The fostering service has an appropriate child protection policy and procedure, which links into the London wide procedures. Supervising social workers and carer's told the inspector that during pre approval training, carer's receive training in safe care. The training sessions include recognising abuse, how to respond to signs of abuse and how to care for children who have been abused. Safe Care training is aimed to develop foster carers awareness and understanding of issues related to the protection of children. Islington places a great importance on "safe care" the Carer's Handbook contains information, policies and guidance relating to good safe practice. Policies and procedures regarding anti bullying, missing from care and unacceptable punishment are all included in the handbook. Safe Care is discussed with carers during home visits and training is up dated regularly. Carer's who met with the inspector were aware of Islington's child protection policies and procedures. All child protection allegations are reported to the relevant agencies and to the Commission for Social Care Inspection. The fostering manager keeps a record of allegations and complaints and there outcomes.

Four staff files and six carers files were seen by the inspector, they showed that the recruitment procedures are being followed and all references and relevant checks including CRB disclosures are received prior to employment being offered.

Obtaining Criminal Records Bureau Disclosures for Regulation 38 carer's is a slow process and evidence showed that one CRB disclosure was still not available at the placement review conducted by the foster panel six weeks after the initial placement was made. Steps are being taken by the manager to ensure relevant checks are taken up for kinship carer as soon as a placement is made. This should ensure that CRB disclosures are available at least by the first placement review date.

The foster panel will monitor the time delays relating to CRB disclosures. The inspector observed the Foster Panel, which approves, reviews and terminates approval of carers. The panel is well organised with appropriate well-informed members. All panel members are recruited subject to appropriate checks including up to date references and CRB disclosures. The inspector observed the panel considering the re approval of two sets of carer's. Appropriate questions were asked and points raised regarding the re-approval reports and in one case about outstanding checks and references.

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 were assessed during this inspection.

Children and young people are placed with carers who are able to meet their needs relating to gender, language, ethnicity, religion, culture and race. Where appropriate disability issues are also considered.

The Fostering Service work with the child, carers and all relevant agencies to ensure the best educational outcomes for children and young people. Foster carers are aware of their roles and responsibilities with regard to the children placed with them.

EVIDENCE:

From attendance at a staff meeting and the Foster Panel and from discussion with staff and carer's there was evidence to show that children and families are provided with a service, which values diversity and promotes equality. Islington Fostering Service has an equal opportunities policy, which is shared and discussed with carers throughout the recruitment and approval process and through ongoing support, supervision and training. Some staff told the inspector that they have recently attended Equalities training. Carer's told the inspector that they have attended recent training on "valuing heritage". Equality issues related to race, gender, ethnicity, culture, language and disability are considered throughout the matching process of each child as are the basic issues such as safe care, experience of working with specific ages and caring for young people with behavioural issues. It is only once all of the issues have been considered a final decision, regarding the appropriateness of the placement will be made by the placing officer. Where it is not possible to offer a same race placement support is offered to the child and carer's to

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ensure the placement meets the child's needs as far as possible while an appropriate alternative is sought.

The foster carers handbook includes a section, which covers "Valuing Diversity".

From the files seen and from information gained from discussion with staff and carers it was evident that high priority is placed on the educational needs of children and young people. Islington council has established a "Raising the Educational Achievement Children's Looked After Team" (REACH). The team is dedicated to raising achievement and working closely with children, teachers and carers. The team ensures that Personal Education Plans are implemented they also support the supervising social workers and offers training for foster carers.

Personal Education Plans or reference to them was seen on the children's files tracked at this inspection. It is the role of carer's to keep in contact with the child's schoolteachers and attend school open evenings and special events. Carer's told the inspector that they were clear about their role regarding the child's education. Evidence of carer's roles regarding the education of children placed with them was recorded on files.

All carers recruited by Islington undergo the same induction and approval process. Fostering agreements and placement plans were seen by the inspector on files tracked. Each placement plan takes into account the legal status of the child and includes the roles and responsibility of the carer and the child's birth parent if appropriate.

The role and responsibility of short break carer's is made clear at the planning stage of each placement.

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 were assessed at this inspection.

Contact arrangements for children with their families, is clearly recorded on files.

Islington Fostering service and its carers are aware of the need to work in partnership with and consult with children and young people. Files examined showed evidence that children are consulted about their placements.

EVIDENCE:

There was evidence on each child's file of contact arrangements with birth families. The recordings include the venue for contact, whether it is supervised or not and the role of the carer regarding contact.

Placement plans seen by the inspector include details of contact and whether or not it had taken place.

Carers said they were committed to enabling children to meet regularly with their families, they told the inspector that they were aware of their responsibilities regarding contact prior to having a child placed with them. It was however evident from discussion with carer's and from information on files that some carer's were experiencing difficulties in getting children to contact sessions. Carer's looking after more than one young child found they were, juggling contact for two or more children, sometimes on the same day with significant difficulties regarding time and parking at the venues identified.

Evidence seen on children's files showed that they are consulted about their placements during visits by the supervising social worker. Children are seen by the supervising social worker at least once every two months. Views of young people are used to form part of the carer's review of approval report. Information seen on one file showed that the child was very happy in

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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 were assessed at this inspection.

The fostering service in partnership with the carers supports young people to prepare for adulthood.

Foster carers receive allowances and agreed expenses, which cover the full cost of caring for children placed with them.

EVIDENCE:

Each child's file seen included a care plan. Independent living skills are identified and included in care plans as appropriate following the Looked after Children's review. Learning skills for independence are age related and cover very basic skills to those required for living independently in the community.. Islington work in partnership with the Shaftsbury leaving care team to prepare pathway plans for young people aged 14 plus. The fostering of teenagers is an area of the fostering service, which is under review and is being developed as part of the foster care recruitment strategy.

Evidence on file and information gained from staff and carers showed that carer's are aware of their allowances and agreed expenses and are paid regularly and on time. Carers said they are able to contact their supervising social worker if any problems arise regarding finance. The carer's handbook includes information regarding payments and expenses to carer's.

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):

1, 2, 5, 16, 17, 19, 20, 21, 22, 23, 24, 25, 26, 27, and 32 The above standards were assessed.

The Fostering Service has a draft statement of purpose, which does not at present include all details as required under **standard 1.4** of the National Minimum Standards. The Fostering Service has not produced a children's guide to the service.

The agency has adequate numbers of experienced and qualified managers, staff and carer's.

There are clear lines of accountability and staff are aware of arrangements in place to identify the person in charge when the manager is not available. Members of staff and carer's receive regular supervision. Up to date appraisals are recorded on staff files. There is a clear strategy for working with and supporting carer's, carer's files showed evidence of home visits, access to a regular carer's group and a wide range of training. Unannounced visits to carers take place at least yearly.

A review of each carer's approval takes place annually. Children's case records are clear and comprehensive. Information on one file was not up to date. The service is financially viable and the budget is monitored and reviewed monthly.

Consideration is given to family and friends as carer's prior to an established carer being introduced to a child. The fostering service is in the process of moving to more appropriate accommodation.

EVIDENCE:

Islington Fostering Service have a draft statement of purpose which forms part of the foster carers handbook, the draft statement of purpose needs to be revised to include all areas covered under standard 1.4 of the National Minimum Standards. Islington has a guide to services for looked after children but not one specifically related to the fostering service as required in the National Minimum Standards.

It is evident from discussion with staff, from records seen and from information on staff files that the managers and the staff team have the relevant experience and qualifications for the posts they hold. Staff who spoke with the inspector were able to identify the persons to whom they are accountable in the absence of the Manager

There was clear evidence available to show that all members of staff have job descriptions and a copy of conditions of service. Members of staff have access to a range of good quality training. Files showed that regular supervision and appraisals take place.

Evidence on carer's files and the policies and procedures seen by the inspector showed that Islington Fostering Service has a clear strategy for working with and supporting carers. Carers who spoke with the inspector said they were very happy with the service and support they received from their supervising social workers they also talked about good support groups and training days and access to an out of hours service. It was clear from file reports that foster carers, are visited regularly by their supervising social workers. Each carer has a review of approval each year. The fostering team has worked hard to ensure carer's reviews are up to date. The files also showed that unannounced visits to carers take place at least yearly.

There is a clearly set out process for the assessment of prospective foster carer's. Carers are recruited in line with the British Agencies for Adoption and

Fostering (BAAF) guidance. The fostering service successfully recruits a range of carers to meet the needs of the children for whom it aims to provide a service. All carers benefit from a training programme, which gives information regarding courses throughout the year.

Four children's files were seen during this inspection three files included appropriate information about the child, and the Looked After Children review. Information from the initial referral to the present date was recorded on files this included up to date care plans and records of contact.

Information on the fourth file seen was limited because the child had only recently been placed with a carer. However one file note from the child's social worker raised concerns about the placement. The note was dated two weeks prior to the inspection no response to the concerns raised was recorded. The inspector was assured that the matter had been dealt with but information had not yet been recorded on the file because the social worker was on leave. All concerns raised about any placement should be recorded on files with evidence of actions taken.

A review of this placement has also taken place but review details weren't available. The inspector suggests that each supervising social worker writes the decisions of children's reviews down and places them on young peoples files until the review minutes are available. .

All confidential records kept by Islington Fostering Service are kept in locked filing cabinets when not in use. The complaints and incidents folder was seen by the inspector actions and outcomes were appropriately recorded.

The finances of the agency are monitored regularly each month by the manager a copy of the fostering budget has been seen by the inspector and shows that the service is financially viable.

Islington fostering service recognises the contribution of family and friends as carers and has improved its service with regard to the placement of children within their wider family network. Family and friends as carer's are the first consideration for all young people needing placements. All placements of children with friends and relatives are visited in line with the policies and procedures related to Regulation 38 carers.

The premises used at present by the fostering team are rather small the fostering team are moving into new premises, which will be more appropriate for purpose. The move will be taking place at the end of March 2006.

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		
Standard No	Score	
12	3	

STAYING SAFE		
Standard No	Score	
3	3	
6	2	
8	3	
9	3	
15	2	
30	3	

ENJOYING AND ACHIEVING		
Standard No Score		
7	3	
13	3	
31	3	

MAKING A POSITIVE CONTRIBUTION		
Standard No Score		
10	3	
11	3	

ACHIEVING ECONOMIC		
WELLBEING		
Standard No Score		
14 3		
29	3	

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

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	FS1	3(1)a-b 3(2)a-d	The Responsible Individual must ensure that the Statement of Purpose is developed and includes all information identified in Standard 1.4.	30/06/06
2	FS1	3(3)a b(ii)c 4,5	A children's guide to the fostering service must be developed in accordance with standard 1.5. This requirement is repeated.	30/06/06
3	FS6	27(2)a Schedule 3,5	The Responsible Individual must ensure that children placed with foster carers have adequate and appropriate private facilities available for them.	30/04/06

RECOMMENDATIONS

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

Ν	lo.	Refer to	Good Practice Recommendations	
		Standard		
1	_	FS24	It is recommended that the fostering service ensure that	

		information regarding responses to inquiries made by children's social workers is recorded on the child's file
2	FS24	It is recommended that following Looked after Children's reviews the link worker makes a copy of the decisions made at review and these are kept on file until the review minutes and decisions are available.
3	FS15	It is recommended that the foster panel keep under review the process for obtaining Criminal Records Bureau disclosures as quickly as possible for Regulation 38 carers. The procedure must be monitored to ensure that the applications for disclosures continue to be made as soon as possible following the placement of a child.

Commission for Social Care Inspection

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