



Making Social Care
Better for People

inspection report

Fostering Services

Dorset County Council Fostering Team

Princes House

Princes Road

Dorchester

Dorset

DT1 1TP

4th- 8th October, and 10th November
(panel) 2004

Commission for Social Care Inspection

Launched in April 2004, the Commission for Social Care Inspection (CSCI) is the single inspectorate for social care in England.

The Commission combines the work formerly done by the Social Services Inspectorate (SSI), the SSI/Audit Commission Joint Review Team and the National Care Standards Commission.

The role of CSCI is to:

- Promote improvement in social care
- Inspect all social care - for adults and children - in the public, private and voluntary sectors
- Publish annual reports to Parliament on the performance of social care and on the state of the social care market
- Inspect and assess 'Value for Money' of council social services
- Hold performance statistics on social care
- Publish the 'star ratings' for council social services
- Register and inspect services against national standards
- Host the Children's Rights Director role.

Inspection Methods & Findings

SECTION B of this report summarises key findings and evidence from this inspection. The following 4-point scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The 4-point scale ranges from:

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

'O' or blank in the 'Standard met?' box denotes standard not assessed on this occasion.

'9' in the 'Standard met?' box denotes standard not applicable.

'X' is used where a percentage value or numerical value is not applicable.

FOSTERING SERVICE INFORMATION

Local Authority Fostering Service?

YES

Name of Authority

Turnaround Fostering Team

Address

Princes House, Princes Road, Dorchester, Dorset,
DT1 1TP

Local Authority Manager

Mr Graham Jones

Tel No:

01305 224643

Address

Princes House, Princes Road, Dorchester, Dorset,
DT1 1TP

Fax No:

01305 224325

Email Address

Registered Fostering Agency (IFA)

NO

Name of Agency

Tel No

Address

Fax No

Email Address

Registered Number of IFA

Name of Registered Provider

Name of Registered Manager (if applicable)

Date of first registration

Date of latest registration certificate

Registration Conditions Apply ?

NO

Date of last inspection

Dec. 03
(DCC
fostering)

Date of Inspection Visit		4th October 2004	ID Code
Time of Inspection Visit		10:00 am	
Name of Inspector	1	Delia Amos	096257
Name of Inspector	2	Sophie Barton	096672
Name of Inspector	3		
Name of Inspector	4		
Name of Lay Assessor (if applicable) Lay assessors are members of the public independent of the CSCI. They accompany inspectors on some inspections and bring a different perspective to the inspection process.			
Name of Specialist (e.g. Interpreter/Signer) (if applicable)			
Name of Establishment Representative at the time of inspection		Sheena Parkin	

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Reports and Notifications to the Local Authority and Secretary of State

Implementation of Statutory Requirements from last Inspection

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Part B: Inspection Methods & Findings

(National Minimum Standards For Fostering Services)

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- 3. Management of the fostering service**
- 4. Securing and promoting welfare**
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- 9. Fostering panels**
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INTRODUCTION TO REPORT AND INSPECTION

Independent and local authority fostering services which fall within the jurisdiction of the Commission for Social Care Inspection (CSCI) are subject to inspection, to establish if the service is meeting the National Minimum Standards for Fostering Services and the requirements of the Care Standards Act 2000, the Fostering Services Regulations 2002 and the Children Act 1989 as amended.

This document summarises the inspection findings of the CSCI in respect of Dorset County Council Turnaround Treatment Foster Care service. The inspection findings relate to the National Minimum Standards for Fostering Services published by the Secretary of State under sections 23 and 49 of the Care Standards Act 2000, for independent and local authority fostering services respectively.

The Fostering Services Regulations 2002 are secondary legislation, with which a service provider must comply. Service providers are expected to comply fully with the National Minimum Standards. The National Minimum standards will form the basis for judgements by the CSCI in relation to independent fostering agencies regarding registration, the imposition and variation of registration conditions and any enforcement action, and in relation to local authority fostering services regarding notices to the local authority and reports to the Secretary of State under section 47 of the Care Standards Act 2000. The report follows the format of the National Minimum Standards and the numbering shown in the report corresponds to that of the standards.

The report will show the following:

- Inspection methods used
- Key findings and evidence
- Overall ratings in relation to the standards
- Compliance with the Regulations
- Notifications to the Local Authority and Reports to the Secretary of State
- Required actions on the part of the provider
- Recommended good practice
- Summary of the findings
- Report of the Lay Assessor (where relevant)
- Providers response and proposed action plan to address findings

This report is a public document.

INSPECTION VISITS

Inspections will be undertaken in line with the agreed regulatory framework with additional visits as required. This is in accordance with the provisions of the Care Standards Act 2000. The following inspection methods have been used in the production of this report. The report represents the inspector's findings from the evidence found at the specified inspection dates.

BRIEF DESCRIPTION OF THE SERVICES PROVIDED.

Turnaround Fostering's explanatory literature describes the service thus: "Turnaround is a 'Multi-dimensional Treatment Foster Care' project for 10-16 year olds with complex difficulties including challenging behaviours." It provides singleton placements offering supervision, care and therapy on a one to one basis."

The project is a partnership project led by Dorset County Council on behalf of Bournemouth Borough Council, Borough of Poole and Dorset Health Care NHS Trust.

Foster carers are assessed specifically for the scheme by staff of Turnaround Fostering. They attend basic fostering training provided by Dorset fostering service and also specialist training from the National Treatment Foster Care programme. The recommendation for approval of Turnaround foster carers is considered by Dorset fostering panel and ratified by the Dorset agency decision maker.

It was proposed that the project would provide up to 9 planned, 9-12 month placements, which would be shared across the three local authorities, the apportionment of placements being based on the numbers of looked after children in each authority.

Support is available to the placements from a multi-agency, multi-disciplinary team. The programme uses a team approach to treatment, with foster carers being part of the team along with the staff. The carers implement an individualised structured programme for each young person based on a specific model of intervention which utilises a social learning theory approach.

Turnaround foster carers receive a high level of support, with telephone support available on a 24/7 basis from the treatment team in addition to a generic Out of Hours Service offering crisis intervention.

PART A SUMMARY OF INSPECTION FINDINGS

Inspector's Summary

(This is an overview of the inspector's findings, which includes good practice, quality issues, areas to be addressed or developed and any other concerns.)

This is the first inspection of the Treatment Foster Care scheme, Turnaround, a specialist scheme within the overall fostering provision of Dorset County Council. The annual inspection of the overall Dorset County Council fostering service took place in December 2003 and a further inspection is planned to take place in March 2005. At various points in this report there will be references to the overall policy and provision of services which will be addressed within the report of the inspection of March 2005. This report specifically concentrates on the very particular arrangements of the Turnaround Project.

This inspection was undertaken by two inspectors during October 2004. The lead inspector was already familiar with the fostering arrangements of the three local authorities which had a direct interest in this scheme. The second inspector had a background in general children's services and in advocacy. Both inspectors were to be involved in the forthcoming inspection of Dorset fostering in March 2005.

This inspection was the first CSCI inspection of any scheme which has been developed within the national Treatment Foster Care (TFC) programme. The Dorset programme is one of six projects in the "first round" established nationally in 2003. Inspectors were told that the first round projects received funding and were becoming established before the national training and development team was established. The national team has been commissioned by the DfES to provide developmental support, training and ongoing consultation to the projects in the specific model. The programme requires that the separate projects maintain fidelity to the concepts of the Multidimensional Treatment Foster Care model which originates from the Oregon Social Learning Centre (OSLC) U.S.A. The national teams have an advisory, training and monitoring role.

The inspection highlighted a number of areas for development and these are specified in the recommendations as listed below. At the same time the inspectors observed that the Turnaround Project was providing a child focused and innovative service to young people with very complex needs.

There were seven sets of carers approved to provide care on the Turnaround scheme. At the time of the inspection visits there were four young people directly involved with the programme, although one of these four young people's involvement terminated during this time. For the purposes of this inspection, inspectors met directly with all four of the young people directly involved in the scheme. Two of these young people were seen in their foster homes. The other two were seen in the office premises of the scheme. All children were seen separately and the inspectors were able to see three of them alone, and one requested that a Turnaround staff member also be present.

Inspectors visited four separate foster carers' home. Two of these had young people currently in placement. In another case the carers were likely to have a placement within a short period, and in the fourth case a placement had just come to an unplanned ending. Inspectors also met with foster carers at the weekly meeting, which largely involved those who had the primary caring role. In total, inspectors met with all the seven carers who were designated as the primary carers, and had direct contact with four of their partners approved within the scheme. Written questionnaires were received back from all seven sets of carers.

Foster carers' views of the project were overwhelmingly positive, although a number referred to the staff team as overstretched.

Inspectors had telephone contact in two instances with members of the young person's family of origin. In both cases the views expressed of the Turnaround Project were extremely positive. Two written questionnaires were received from placing social workers. In one case there was not an allocated social worker.

Inspectors were very aware that this is a new service which is aiming to offer a very specialist, innovative treatment programme for young people.

There was a clear system of behaviour management known to staff, carers and children. Carers monitored behaviour and gave daily reports to the staff team. Young people were closely involved in the assessment of this behaviour and clear about the system of rewards and sanctions. Carers had access to continuous support (24/7) and attended weekly group meetings. Young people were given a high level of individual support. The implementation of TFC as observed in this inspection was child focussed and transparent.

There was good evidence of positive interagency working. Inspectors found that the Turnaround team had close and effective working relationships with a high level of commitment to supporting the needs of the young people. The skills mix within the team was seen as valuable. Team members demonstrative a high level of reflective practice and a commitment to providing the a quality service to the young people.

At the time of this inspection the Project was not operating at full capacity. The proposal for Turnaround was that there would be up to nine placements. Considerable assessment work was being done by Turnaround staff prior to, or at the early stages of a placement. The level of input to each placement was considerable and staff were particularly challenged in the operation of the 24/7 support because the capacity of the team had been reduced by a period of staff sickness. Inspectors were informed that a review of staffing and management arrangements was to take place. In particular the role of the Project manager which was combined with Programme supervisor was in need of review.

This inspection gave particular attention to the extent to which the scheme was compatible with the UN convention on the Rights of the Child. The behavioural programme involves restrictions which were clearly known to the young people. Inspectors found that the team worked closely with young people in understanding any restrictions although they were not always documented in sufficient detail in the foster placement agreement. Restrictions on contact with peers had been significant factors in the termination of two placements.

The grant funding conditions and application of the OSLC model require a high level of

monitoring and evaluation by the UK Treatment Foster Care Team and OSLC. Anonymous information about the young people's behaviour goes to OSLC and the UK team has access to personal information held by the project about the young people and their families. Inspectors understood that consideration was being given to protocols about confidentiality and consent.

Statement of Purpose (Standard 1)

This standard is met.

Turnaround fostering operates within the policies and procedures outlined in the Statement of Purpose of Dorset County Council. More detailed service specific information is available to children, parents and referring social workers. There is a Welcome Pack for young people.

Fitness to Provide or Manage a Fostering Service (Standards 2-3)

These two standards were met.

The nominated manager and the Project manager are people with relevant experience and skills to provide this service.

Management of the Fostering Service (Standards 4-5)

One of these standards was met and one partially met.

There were a number of systems for monitoring and controlling the activities of the fostering service. The scheme was subject to a considerable level of external scrutiny. The manager's role had been significantly stretched to ensure the effective functioning of the team and the proposed appointment of a programme supervisor would enable more clarity in the roles.

Securing and Promoting Welfare (Standards 6-14)

Five of these nine standards were met and three partially met. One was not assessed.

Foster carers were assessed and approved to provide a placement for one child within the Treatment Foster Care scheme. No child had to share a bedroom. More rigorous documentation of environmental factors and assessments of activities is recommended. The carers so far recruited to the scheme are of white European origin. The team was more ethnically diverse. Carers were encouraged to respect and value a child's cultural and religious needs. Turnaround staff made every effort to ensure that adequate information was available to them and to carers in preparing for a placement. Matching was given careful consideration. More explicit placement agreements which specify the restrictions in more detail are recommended. The carers had clear guidelines about appropriate behaviour management. The team took responsibility for determining any sanctions and these were within a clearly understood system of points and levels. The promotion of contact with family

members and the re-integration of the young person into the family wherever possible were significant goals of the project. Young people had access to advocacy services, although

not in every case had they had an Independent Reviewing Officer. They were provided with information about how to complain. Health needs were promoted by Turnaround staff and carers although there was variable information about health on the children's records. Inspectors heard some excellent examples from staff and carers about the promotion of educational achievement. There has been no direct liaison yet with the leaving care services. This is an area for development.

Recruiting, Checking, Managing, Supporting and Training Staff and Foster carers (Standards 15-23)

Eight of these nine standards were met, and one partially met.

Staff appointed to the Project had suitable professional backgrounds. There was a continuous review of support and development needs of staff. Staff were regularly supervised and had adequate administrative support. The staff team includes a broad mix of skills. This is under review.

Seven sets of carers have been recruited and further advertising is underway. Turnaround fostering operates within Dorset County Council's employment practices and policies. Carers were supported through regular team meetings and had access to dedicated out of hours support. The multi-disciplinary staff team has access to varied training opportunities. Staff are regularly supervised. Group sessions with carers and staff meetings are held on a weekly basis. There was daily (Monday – Friday) contact with carers and an out of hours support rota provided by members of the Turnaround team. A more structured approach to supervision of the individual foster carer households is recommended. Training opportunities were available to the Turnaround carers, both specifically for the scheme and more generally through the fostering service and training programmes in Dorset.

Records (Standards 24-25)

These two standards were partially met.

Records maintained by the Turnaround team included detailed daily reports about the children, which were collated and in an anonymised way, were contributing to the overall data being monitored about Treatment Foster Care at a national and international level. File management was not always systematic. Carers had access to information about the children and kept diaries. There was a need for more supervision and guidance to carers about the records they maintained in their homes. The external scrutiny of the programme raises questions about confidentiality and more explicit information about this needs to be shared with parents and children.

Fitness of Premises for Use as a Fostering Service (Standard 26)

This standard was met.

The Turnaround Fostering scheme operates from offices in premises shared by other social services worker. Access is restricted and the premises have a security system.

Financial Requirements (Standard 27- 29)

Two of these three standards do not apply the other was met.

Turnaround foster carers were appropriately remunerated.

Fostering Panels (Standard 30)

This standard was met.

Fostering panel was observed to be well conducted with a developing approach to its quality assurance role. All the Turnaround foster carers attended panel and reports about the development of the programme have been given to the panel.

Short-term breaks (Standard 31)

This standard was not a focus of this inspection.

Family and Friends as Carers (Standard 32)

This standard was not a focus of this inspection.

Reports and Notifications to the Local Authority and Secretary of State

(Local Authority Fostering Services Only)

The following statutory Reports or Notifications are to be made under the Care Standards Act as a result of the findings of this inspection:

Report to the Secretary of State under section 47(3) of the Care Standards Act 2000 that the Commission considers the Local Authority's fostering service satisfies the regulatory requirements:

NO

Notice to the Local Authority under section 47(5) of the Care Standards Act 2000 of failure(s) to satisfy regulatory requirements in their fostering service which are not substantial, and specifying the action the Commission considers the Authority should take to remedy the failure(s), informing the Secretary of State of that Notice:

NO

Report to the Secretary of State under section 47(4)(a) of the Care Standards Act of a failure by a Local Authority fostering service to satisfy regulatory requirements which is not considered substantial:

NO

Report to the Secretary of State under section 47(1) of the Care Standards Act 2000 of substantial failure to satisfy regulatory requirements by a Local Authority fostering service:

NO

The grounds for the above Report or Notice are:

Implementation of Statutory Requirements from Last Inspection

Requirements from last Inspection visit fully actioned?

NA

If No please list below

STATUTORY REQUIREMENTS

Identified below are areas not addressed from the last inspection report which indicate a non-compliance with the Care Standards Act 2000 and Fostering Services Regulations 2002.

No.	Regulation	Standard	Required actions
			Requirements and recommendations made at the previous inspection of Dorset fostering service were not specifically addressed during this inspection.

Action is being taken by the Commission for Social Care Inspection to monitor compliance with the above requirements.

COMPLIANCE WITH CONDITIONS OF REGISTRATION (IF APPLICABLE)

(Registered Independent Fostering Agencies only)

Providers and managers of registered independent fostering agencies must comply with statutory conditions of their registration. The conditions applying to this registration are listed below, with the inspector's assessment of compliance from the evidence at the time of this inspection.

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Lead Inspector Delia Amos Signature *Delia Amos*
Second Inspector Sophie Barton Signature *Sophie Barton*
Locality Manager _____ Signature _____
Date _____

STATUTORY REQUIREMENTS IDENTIFIED DURING THIS INSPECTION

Action Plan: The appropriate Officer of the Local Authority or the Registered Person (as applicable) is requested to provide the Commission with an Action Plan, which indicates how requirements are to be addressed. This action plan will be made available on request to the Area Office.

STATUTORY REQUIREMENTS

Identified below are areas addressed in the main body of the report which indicate non-compliance with the Care Standards Act 2000, the Children Act 1989, the Fostering Services Regulations 2002, or the National Minimum Standards for Fostering Services. The Authority or Registered Person(s) is/are required to comply within the given time scales in order to comply with the Regulatory Requirements for fostering services.

No.	Regulation	Standard *	Requirement	

GOOD PRACTICE RECOMMENDATIONS FROM THIS INSPECTION

Identified below are areas addressed in the main body of the report which relate to the National Minimum Standards and are seen as good practice issues which should be considered for implementation by the Authority or Registered Person(s).

No.	Refer to Standard *	Recommendation Action
1	FS4	The span of the project manager's role should be reviewed, with consideration given to the appointment of a programme supervisor.
2	FS6	The fostering service should ensure that the consideration of environmental standards in foster homes are more explicitly documented as part of the assessment process.
3	FS8	More specific placement agreements should be introduced which outline matching considerations, restrictions agreed by the young person and family, and include reference to where information is shared outside the project.
4	FS9	There should be management systems to collate and evaluate issues of concern arising in the foster placement, including complaints made by children and child protection concerns.
5	FS20	A system for staff appraisals should be implemented.
6	FS22	The supervision of foster carers should be reviewed, to include more access to social work support in home visits, and to include the expectation of occasional unannounced visits.
7	FS24	The Turnaround fostering scheme should implement a more systematic approach to file management and recording.
8	FS24	Measures should be taken to ensure carers store information securely and understand what information they are expected to keep.
9	FS25	Children should be encouraged to access their records, make additions and comments and record personal statements, including any dissent.

* Note: You may refer to the relevant standard in the remainder of the report by omitting the 2-letter prefix e.g. FS10 refers to Standard 10.

PART B**INSPECTION METHODS & FINDINGS**

The following inspection methods have been used in the production of this report

Number of Inspector days spent	11
Survey of placing authorities	YES
Foster carer survey	YES
Foster children survey	YES
Checks with other organisations and Individuals	YES
• Directors of Social services	NO
• Child protection officer	YES
• Specialist advisor (s)	YES
• Local Foster Care Association	NO
Tracking Individual welfare arrangements	YES
• Interview with children	YES
• Interview with foster carers	YES
• Interview with agency staff	YES
• Contact with parents	YES
• Contact with supervising social workers	YES
• Examination of files	YES
Individual interview with manager	YES
Information from provider	YES
Individual interviews with key staff	YES
Group discussion with staff	YES
Interview with panel chair	YES
Observation of foster carer training	NO
Observation of foster panel	YES
Inspection of policy/practice documents	YES
Inspection of records	YES
Interview with individual child	YES
Date of Inspection	04/10/04
Time of Inspection	09.00
Duration Of Inspection (hrs)	80

The following pages summarise the key findings and evidence from this inspection, together with the CSCI assessment of the extent to which the National Minimum Standards have been met. The following scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The scale ranges from:

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

"0" in the "Standard met?" box denotes standard not assessed on this occasion.

"9" in the "Standard met?" box denotes standard not applicable.

"X" is used where a percentage value or numerical value is not applicable.

Statement of Purpose

The intended outcome for the following standard is:

- There is clear statement of the aims and objectives of the fostering service and the fostering service ensures that they meet those aims and objectives.

Standard 1 (1.1 - 1.6)

There is a clear statement of the aims and objectives of the fostering service and of what facilities and services they provide.

Key Findings and Evidence	Standard met?
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There is a Dorset County Council fostering service statement of purpose. It was updated in 2003 to include reference to the development of the Treatment Foster Care (TFC) Project. There is comprehensive service specific information about the about the TFC scheme which is made available to parents, carers and placing social workers.

There is an introductory information leaflet for young people and parents, and a more detailed guide for young people who are placed in the Project: "Turnaround- Welcome to Turnaround Fostering Project."

Fitness to Carry On or Manage a Fostering Service

The intended outcomes for the following set of standards are:

- The fostering service is provided and managed by those with the appropriate skills and experience to do so efficiently and effectively and by those who are suitable to work with children.

Standard 2 (2.1 - 2.4)

The people involved in carrying on and managing the fostering service possess the necessary business and management skills and financial expertise to manage the work efficiently and effectively and have the necessary knowledge and experience of childcare and fostering to do so in a professional manner.

Key Findings and Evidence

Standard met?

3

Inspectors were told that the Dorset fostering service has been restructured since the previous inspection. The nominated manager for the council's fostering service is now the resource manager, responsible for the Turnaround scheme, the broader fostering team, and the newly established separate fostering team for provision for services for children with a disability. The service manager is also designated responsible individual for Dorset County Council's registered residential resources for children.

The Project Manager of Turnaround has an appropriate professional qualification. She is experienced in policy development and strategic planning and has undertaken a number of relevant courses to inform her management skills, including a Diploma in Professional Studies with a module in Managing Change. It had previously been recommended that the Project Manager should undertake management training but information now provided indicates that the level of qualification evidenced is appropriate at this stage.

Standard 3 (3.1 - 3.4)

Any persons carrying on or managing the fostering service are suitable people to run a business concerned with safeguarding and promoting the welfare of children.

Key Findings and Evidence

Standard met?

3

The local authority has evidenced satisfactory procedures in ensuring that staff managing this service are suitable people. Inspectors have previously been informed that there was a system for ensuring that CRB checks were renewed every three years.

Personnel records inspected for the inspection of December 2003 included that of the Project Manager. The nominated manager for the fostering service is also responsible individual for the registered children's services in the local authority.

Management of the Fostering Service

The intended outcomes for the following set of standards are:

- The fostering service is managed ethically and efficiently, delivering a good quality foster care service and avoiding confusion and conflicts of role.

Standard 4 (4.1 – 4.5)

There are clear procedures for monitoring and controlling the activities of the fostering service and ensuring quality performance.

Key Findings and Evidence

Standard met?

2

There is a high level of scrutiny and control over the development of the Treatment Foster Care scheme. As a pilot project there has been considerable interest in the process of the scheme from a number of areas. The project is Grant Funded through DfES. Expenditure is closely monitored by DCC Finance Officers who produce regular reports which were made available for this inspection.

Strategic development and monitoring of the Turnaround Project was the responsibility of an Interagency Steering Group meeting six times yearly. This included representatives of the three authorities using placements. Budget reports and Steering Group minutes were made available for inspection.

The National Treatment Foster Care team monitors the scheme on a weekly basis. They also have an advisory and coaching role. There was concern that local models should evidence fidelity with the original model.

Roles for staff in Turnaround fostering had been developing and some changes were being proposed. The Project Manager has also been fulfilling the role of Programme supervisor. There was consideration being given to the appointment of a programme supervisor which would be linked to CAMHS and provide a clinical overview. This proposal is welcomed by the inspection team. The present management arrangements had been overstretched, with a pressure exacerbated by staff sickness absence. The manager has responded pragmatically and with considerable commitment to the challenges arising from sustaining and developing the placements. This broad role has left little opportunity for a more strategic overview, or for attention to possible shortfalls. This was also at some personal cost to the manager and other members of the team who take responsibility when the manager is absent or needs additional expert support. This was particularly in the need for the service to provide a continuous (24/7) level of support to carers.

Staff and carers confirmed that they were confident about lines of accountability. All were aware that the staff team has been particularly stretched and that the manager has been a central figure in all aspects of the programme. One carer commented that “the project manager seems to work harder than anyone else”.

The pivotal role of the manager has been effective in progressing the scheme but it is unrealistic and inappropriate for this pattern to continue. The period of staff sickness was temporary, although at the time of this inspection this was still having an impact on the team. Inspectors consider that the proposal to appoint a programme supervisor would be a significant means for ensuring that the service can develop more consistent systems for ensuring quality performance.

Number of statutory notifications made to CSCI in last 12 months:	NA
Death of a child placed with foster parents.	0
Referral to Secretary of State of a person working for the service as unsuitable to work with children.	0
Serious illness or accident of a child.	0
Outbreak of serious infectious disease at a foster home.	0
Actual or suspected involvement of a child in prostitution.	0
Serious incident relating to a foster child involving calling the police to a foster home.	0
Serious complaint about a foster parent.	0
Initiation of child protection enquiry involving a child.	0
Number of complaints made to CSCI about the agency in the past 12 months:	0
Number of the above complaints which were substantiated:	0

Standard 5 (5.1 - 5.4)		
The fostering service is managed effectively and efficiently.		
Key Findings and Evidence	Standard met?	3
<p>The Project Manager had a clear job description and lines of accountability were clearly defined. At several points in this report there is reference to staffing pressures which at times have reduced the capacity of the manager to effectively achieve aspects of her role. As previously noted the appointment of a programme supervisor is being considered. The deputising arrangements were not always as clear as originally planned. The Foster Care Trainer, the family therapist deputised for the Project Manager. Because of staff sickness, arrangements had been in place for the manager's role, including out of hours support to placements, to be supported by the therapeutic staff. The manager and staff acknowledged that this was not ideal because of the concern that there could be compromising of clinical roles.</p> <p>Problems of ensuring sufficient cover were a continuing problem at the time of this inspection; team roles were still developing and there was to be a review of the organisation of support. It was noted by a number of carers that the team was overstretched, and inspectors considered that support was overdependent on the ubiquitous and committed nature of the Project Manager and the willingness of several team members to work beyond their agreed roles. It was also noted, however, that it would be realistic to expect the pattern of support to the carers to become more manageable as they adjust to their role.</p>		

Securing and Promoting Welfare

The intended outcome for the following set of standards is:

- The fostering service promotes and safeguards the child/young person's physical, mental and emotional welfare.

Standard 6 (6.1 - 6.9)

The fostering service makes available foster carers who provide a safe, healthy and nurturing environment.

Key Findings and Evidence	Standard met?
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Key Findings and Evidence	Standard met?
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Key Findings and Evidence	Standard met?
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The Turnaround scheme explicitly caters for young people who will be the only child in the placement and no child is expected to share a bedroom. The scheme has established its own criteria in which carers are not eligible if they have young children in the household. It is required that one carer is available full time to care for the child.

Inspectors visited four foster homes, all of which were adequately furnished and maintained. Dorset had previously introduced an Adoption and Fostering health and safety policy. A worker undertook a health and safety check at the carers' home during the assessment and at the time of their review. Documentation about health and safety checks was seen in the foster carers' files although information was often very minimal.

Inspectors consider that more details should be included in the documented assessment about the nature of the accommodation. In one household the young person had a very small bedroom with a folding door, through which light came and which reduced the privacy of the room. There was no documentary evidence that there had been any discussion of potential issues arising from this, although inspectors were told that this was considered carefully during the assessment. Inspectors were confident that the young person using the room was being very well cared for, and had access to sufficient space in the rest of the household. The recommendation is made that there should be more attention to environmental factors in the assessment documentation.

There was a thorough approach to checking the details of carers' car insurance, driving licenses and MOT certificates. There was less evidence of documentation about risk assessments of activities. Some risk assessments were undertaken by the Skills Trainer and permissions were sought from parents about specific activities. A more rigorous approach to this would be an additional safeguard.

Staff had identified that carers had significantly different attachment styles and this was influencing matching considerations.

Standard 7 (7.1 - 7.7)

The fostering service ensures that children and young people, and their families, are provided with foster care services which value diversity and promote equality.

Key Findings and Evidence

Standard met?

3

The carers assessed within the Turnaround scheme were all of white European origin, reflecting the majority population in Dorset. The Project staff included people from more diverse backgrounds. All children so far placed within the scheme were white, although a referral was being considered of a child with dual heritage. The training of carers covered issues about valuing diversity and inspectors saw evidence that children's religious and cultural needs were promoted in placements.

Two of the approved primary carers, i.e. the carer in a household who was available on a full time basis, were male. A condition of approval had been that these male carers would not have females placed with them. At the time of this inspection this meant that the referrals being considered for the scheme were limited to males. The conditions for approval were to be reviewed at panel with the proposal for a more flexible approach, within agreed boundaries.

The Turnaround information specifies that the plan is 'about the holistic needs of the child with a focus on behavioural, emotional and social development using daily charts and a reward based points and levels system. The aim is to raise the young person's self esteem and confidence and reduce inappropriate behaviours. There is a strong emphasis on achievement in education and leisure activities.'

There was evidence that young people placed within the project were given encouragement and equal access to opportunities which would develop talents and interests. Inspectors heard from young people about being taken fishing, encouraged in music lessons, and sporting activities. The skills trainer had a significant role in helping young people get involved in appropriate activities in the community.

Standard 8 (8.1 - 8.7)

Local authority fostering services, and voluntary agencies placing children in their own right, ensure that each child or young person placed in foster care is carefully matched with a carer capable of meeting her/his assessed needs. For agencies providing foster carers to local authorities, those agencies ensure that they offer carers only if they represent appropriate matches for a child for whom a local authority is seeking a carer.

Key Findings and Evidence

Standard met?

2

Information about children and young people referred to the Turnaround Project is very carefully scrutinised by the Project manager and other staff and detailed consideration is given to the suitability of each referral. There were clear procedural guidelines about how TFC processes were located within care planning processes for looked after children. The care plan and recent written assessments are sought. Records in the social services departments, in the CAMHS service and in the education authority were reviewed.

The team undertake pre-admission assessment for suitability and risk assessment. A specific issue for the Project was the degree to which the project team itself was undertaking substantial assessment work of the young people referred to the programme, either whilst the referral was being considered, or soon after admission. There was a variable amount of information about the young people from the referring teams, with core assessments not always available or having insufficient depth. In this respect the Project was aware that it differed considerably from the Oregon model of Treatment Foster Care in which all young people had been assessed and referred for a custodial sentence.

The present level of assessment work being undertaken by the Turnaround team was unlikely to be sustainable as the occupancy rate increased.

The match of a particular child to a particular family within the scheme is given close consideration but the reality may be that the decisions about placements might be determined by which foster placement within the scheme is vacant. This results in some referrals being declined or needing to wait because although suitable for T.F.C., a good enough match is not achievable. As previously stated, two of the sets of foster carers have restricted availability because of approval conditions arising from the gender of the primary carer. For some time prior to this inspection the Project manager had only been able to consider referrals of boys.

The Turnaround staff team were observed discussing potential new referrals, and the process of matching with carers. Staff were reflective and open about their views concerning matching. There was consideration given to identifying support necessary to meet any areas of shortfall.

Inspectors explored the circumstances in which the young people had been prepared for their placements. They confirmed that they had been given information and had a discussion with one of the Project team. In reality, though they were asked their views they were aware that there was little choice for them in terms of the match. A number of referrals have been withdrawn because of the unwillingness of the young person to consider the scheme.

Inspectors were informed that the scheme is developing processes to enable more introduction time and opportunities for visits. One young person had not wanted an introductory visit. Placement agreements were seen on most, but not all, files. Inspectors consider that there should be a reconsideration of the agreement process. The present practice is to give the young person and their family written information and for the placing social worker to use the LAC documentation. This agreement often contains very limited information and it would be more appropriate for the detailed restrictions to be outlined in a more user-friendly and child specific manner and for the documentation to more clearly evidence the young person's involvement. It was also evident from birth family members that they did not feel they had been specifically told about restrictions, for example in access to a mobile phone.

Inspectors were told that young people were made aware at the beginning of placements that carers would be requiring respite from time to time. The young person does not have a choice about whether or where they go for respite although they are always introduced to carers prior to respite stays. Inspectors heard that the extent of respite is an issue which is being continuously monitored and reviewed by the team.

Inspectors were also told that in most cases the young people arrive with lots of baggage in plastic bags and bin liners. It is hoped that more positive approaches can be adopted for when the young people move on and inspectors were advised that in this scheme young people were provided with suitcases and holdalls on leaving placements.

Standard 9 (9.1 - 9.8)

The fostering service protects each child or young person from all forms of abuse, neglect, exploitation and deprivation.

Key Findings and Evidence

Standard met?

2

Dorset County Council has well established child protection procedures and the Child Protection Policy Officer reported that there had been no child protection investigations or concerns in regard to the Turnaround scheme. There is also regular liaison with the Child Protection Co-ordinators of the other local authorities who have an interest in TFC.

Training for foster carers included relevant themes about child protection and child abuse. Safe care guidelines were discussed. The carers were provided with the council's policy on bullying. The carers in Turnaround, along with all carers approved by Dorset, had clear written information about unacceptable forms of treatment or punishment.

Turnaround carers had very specific guidance about behaviour management and the use of sanctions. The emphasis was on a positive rewards system which reinforced desirable behaviour. The Project team were largely responsible for setting any sanctions based on regularly updated information from the carers. The young people all showed a good understanding of the sanctions and rewards system and were able to explain it to the inspectors.

Foster carers were, in some cases, uneasy in the neutral role they were expected to maintain in managing behaviour. Others considered it very positive that the staff directed the behaviour sanctions. They encouraged and supported the young people, but sanctions were managed through the points and level system and determined by the Programme Manager in consultation with the treatment team.

Carers commented on the detailed information to which they had access which included details of high risk behaviours or vulnerability to abuse. One carer reported that the risks had not been made sufficiently clear to them prior to the placement, although the manager considers the known risks were made very explicit.

The Project Manager describes that "although the social worker is asked to step back from 'direct work' with the young person while they are in treatment foster care, they are encouraged to view their role as an essential monitoring and safeguarding role through visits and leading the LAC review and care planning process."

The inspectors noted in case records that carers' responses to young people had on two occasions not been appropriate, involving in one case the use of a verbal threat, and in another a response which caused a young person to feel threatened. In one of these cases the young person had complained. This had been addressed in both cases by the Project team and the outcome for the young people was satisfactory. It was acknowledged that the carers have had training but are nevertheless inexperienced in their new role of foster carer. Further support and advice had been given by the team. The issue has been addressed in the foster carer review.

Inspectors found that staff training and knowledge about child protection was variable. The project team is multi-disciplinary and individuals have had various models of training and approach child protection from a number of professional perspectives. With placements originating from three local authorities, and carers living in different local authorities, the

manager of the scheme needs to ensure that staff are clear about recording potential child protection issues. A system for the collation of such information (as at Standard 9.5) needs to be established. Details of concerns, e.g. the complaint, were 'buried' in case notes and not summarised either in a clear way in the file, or in a central record. The small size of the Project at present allows management to be very familiar with circumstances that have caused concern, but as the project expands, collation will be an essential safeguard. It is recommended that the Project Manager ensures that the relevant child protection policies and procedures are known and implemented by the staff team, and that separate records of any allegations are made. It is recognised that because of the high level of supervision of the young people in these placements, there is a greater likelihood that any issues of concern will be identified at an early stage. Inspectors were confident of the commitment of the team to safeguarding the young people and in their promptness in addressing practice issues or concerns that arose.

There was a clear written procedure for when foster children were missing. Inspectors were able to observe the team's responses. Reporting procedures were followed, all incidents were reported to the Project manager and the staff team responded proactively. Considerable efforts were made to ensure that young people were located and were safe, with a prompt return to placement where possible.

Percentage of foster children placed who report never or hardly ever being bullied:		
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X

%

Standard 10 (10.1 - 10.9)

The fostering service makes sure that each child or young person in foster care is encouraged to maintain and develop family contacts and friendships as set out in her/his care plan and/or foster placement agreement.

Key Findings and Evidence

Standard met?

3

Contact arrangements were considered very carefully in making the arrangements for placement within the Turnaround scheme. The scheme includes a family therapist who takes responsibility at the assessment stage for reviewing family relationships and engaging families in the treatment plan. The restoration and promotion of family contacts was subject to any risk assessment, and the scheme aimed that a young person's wishes and feelings were given priority.

The holistic approach involved the family therapist working with the young person's family, and individual work being done with the young person by another therapist. Part of the expectation of the programme is that contact would be restricted for the first month. Arrangements for contact were mediated and monitored by the Family Therapist and the Project Manager. The emphasis on a team approach was appreciated by carers. The programme's approach was to limit the carers' contact with family members in order to avoid conflict.

In one example the measured approach to rebuilding a more effective pattern of contact had been very positive and the young person was very positive about the relationship now established with family.

The TFC approach "attempts to surround the youngster with positive role models and mentors. Youngsters are isolated from negative peers and taught the skills they missed earlier in their development that lead to prosocial interaction."

Inspectors found that the young people referred to Turnaround had a variable understanding of and attitude to the approach to contact, especially with friends. In another example the young person was upset about restricted contact to a peer; the team had endeavoured to help the young person to understand the approach. Restrictions on contact were cited as contributory factors in the termination of two placements. Inspectors also heard about the very proactive measures that were being taken by the team to re-establish family relationships in one case, and the support being offered to the young person in the process.

Telephone contact and access to phones was discussed with the young people. The expectation in the Project is that there would be no use of the telephone for purely social contacts for the first 3-4 weeks. Access to a phone to ring social workers, advocates, parents/family and other significant adults was not restricted. Young people gain access to social use of the telephone when they progress to level 2 in their points programme. They do not have regular access to mobile phones until they progress to level 3.

A placing social worker indicated some personal concern in the level of restriction on contact which was expected in the initial stages of placement. Family members spoken with were positive about the relationships that had been established with them by the Turnaround scheme.

Standard 11 (11.1 - 11.5)

The fostering service ensures that children's opinions, and those of their families and others significant to the child, are sought over all issues that are likely to affect their daily life and their future.

Key Findings and Evidence

Standard met?

3

Inspectors heard very positive comments from two young people that they felt they were being listened to. In another case the young person was at odds with the service and did not feel consulted.

Information about advocacy services was provided to the young people. At the time that the first placements were made young people from one local authority had no access to an advocacy service although this has since been established. The Turnaround manager confirmed that more robust dialogues were now being established with the advocacy services, where previously communication had been weak. The arrangements of the provision of advocacy vary with the local authorities. In one local authority there was a direct attempt by the advocate to meet the young person. In another authority, the advocacy service had written to the Looked After Children. The perception of one placing social worker was: "The advocacy service should be actively encouraged for young people as it is a very tight project with little outside intervention". Staff in Turnaround confirmed that they contact the advocacy services when they have a new placement.

It was noted that Independent Reviewing Officers were not available for all the young people's reviews, with the placing social worker's team manager conducting a recent review. Inspectors were advised that Independent Reviewing Officers were being recruited in that local authority. Another of the local authorities had consistently used Independent Reviewing Officers.

Part of the pre-placement planning involved the Project having direct contact with the family of the young person as well as the young person themselves. The approach of the Project emphasised family therapy work. Inspectors' contact with family members confirmed that they felt that they had been consulted and kept informed. It was not so clear that they had any awareness that information about their child and their family was shared with a national team.

The young people spoken to confirmed that they felt they could talk to people in the project if they had any concerns, several specifically referring to the therapist as the person they would go to. Each young person has a therapist and a skills trainer with whom they have weekly individual sessions. These roles focus on listening and promoting the views of the young person. Carer training also emphasises their role as being supportive and "on side" with the young person.

The Parent Daily Report requires foster carers to note a number of aspects of behaviour and listed amongst these is the category 'complaining'. Quantifiable information about complaining and other negative behaviours contribute to the overall assessment of the progress of the young person. Complaining in this context is a somewhat different usage of the term and the separate and positive use of complaints as part of the system of safeguarding children needs to be more explicit.

Information about complaints and advocacy services was available to the young people in the Welcome pack, although in one or two cases the young people acknowledged they had only a vague idea of what was in the pack. One young person said they had no information other than about the points and levels.

The information made available to young people makes it clear that they are participating in a national Project. It does not explicitly make clear the extent to which the national team shares information about them. The national monitoring team is closely involved in the project and have full information about young people and carers. Anonymised information is sent to Oregon. Documentation about this could be included in the placement agreements, (see recommendation made at Standard 8).

Standard 12 (12.1 - 12.8)

The fostering service ensures that it provides foster care services which help each child or young person in foster care to receive health care which meets her/his needs for physical, emotional and social development, together with information and training appropriate to her/his age and understanding to enable informed participation in decisions about her/his health needs.

Key Findings and Evidence

Standard met?

3

The TFC model would require that all young people should have had a thorough health assessment prior to their admission to the programme. This is not being consistently demonstrated in the referrals made to Turnaround. Some young people have had specific health assessments and others a more basic GP medical. Health assessments were not evident on all files read.

Clear guidance was given to carers about medication. They were advised to use an approved list of non-prescribed products if required and use of medication was recorded on a daily basis. They confirmed that their training had included awareness raising about sexual health matters and they had access to relevant literature and leaflets.

Carers confirmed that they considered that health needs had been well assessed and monitored carefully by Turnaround staff. They also confirmed that they had a written record for each child which young people could see if they wished. In no case had any of the young people asked to see the records held about them. In one instance, the young person had refused to co-operate with health care arrangements.

In files examined, inspectors found that in one case there was no copy of a health plan or medical, or medical consent. Foster carers all stated they had copies of relevant consents.

The Turnaround specialist teacher acknowledged that an area for development was for more emphasis on health promotion and education about personal/sexual hygiene issues in view of the fragmented educational and social backgrounds of the young people referred to the programme.

Standard 13 (13.1 - 13.8)

The fostering service gives a high priority to meeting the educational needs of each child or young person in foster care and ensures that she/he is encouraged to attain her/his full potential.

Key Findings and Evidence

Standard met?

3

The programme links with specialist teachers in the LEAs. The project staff team includes a part-time specialist teacher (2 ½ days per week) who oversees the educational provision for the young people referred. This includes liaising with schools, co-ordinating any changes in education plans, and also some direct work in schools and tutoring. She worked with the foster carers in ensuring young peoples' educational needs were promoted, for example by attending a Parents' evening with the carer.

The role of the skills trainer was to help the young person get involved in appropriate activities in the community. These opportunities were also used to teach and practice pro-social and problem solving skills.

At the time of this inspection one young person was excluded and a re-integration meeting had been held. Another young person was permanently excluded. A third young person was on a mixed programme of learning, including some input at a college, and one to one tuition. One young person was in full time education. Inspectors were impressed with the commitment shown by both staff and carers in Turnaround fostering to promoting the educational needs of children.

One young person in the TFC programme had a Statement of Educational Needs.

Foster carers spoke of their commitment to supporting the young people with regular attendance, in homework, and in opportunities for learning. Access to computers varied. There was some ongoing discussion about whether funding for computers might be available and the extent to which the use of a computer would be linked to the points system of rewards. Foster carers had ensured that there was access to a desk and a suitable place for study. Funding was available for school trips and specialist music lessons when required.

The teacher confirmed that all young people in the Project had Personal Education Plans.

Standard 14 (14.1 - 14.5)

The fostering service ensures that their foster care services help to develop skills, competence and knowledge necessary for adult living.

Key Findings and Evidence**Standard met?**

0

For this inspection this standard was insufficiently assessed. It has not yet been a significant focus of the Turnaround scheme. The Project Manager has acknowledged that this is an area for development within the programme. The specialist teacher confirmed that there had been no direct liaison yet with the leaving care services although links were established with Connexions.

Evidence was heard from carers that they take opportunities to encourage young people to develop skills that will help them in independent living, such as cooking, budgeting and managing public transport. The ethos within the Turnaround programme is that the team would actively help a young person make the transition to the next placement where circumstances allow.

The previous inspection of the overall fostering service in December 2003 concluded that "although moving on is a theme in the basic foster care training, there was not evidence of specific training for carers in the Pathway Planning process." This will be further discussed in the forthcoming inspection in March 2005.

Recruiting, Checking, Managing, Supporting and Training Staff and Foster Carers

The intended outcome for the following set of standards is:

- The people who work in or for the fostering service are suitable to work with children and young people and they are managed, trained and supported in such a way as to ensure the best possible outcomes for children in foster care. The number of staff and carers and their range of qualifications and experience are sufficient to achieve the purposes and functions of the organisation.

Standard 15 (15.1 - 15.8)

Any people working in or for the fostering service are suitable people to work with children and young people and to safeguard and promote their welfare.

Key Findings and Evidence

Standard met?

3

The TFC staff are selected and trained in accordance with policy and procedures applied in Dorset County Council. Some gaps in documentary evidence were identified in the previous inspection. This inspection did not include a visit to personnel files. The manager of the Project was able to show inspectors evidence that appropriate procedures had been followed in the recent appointment of staff and that CRB and other checks were undertaken before staff commenced work. New staff confirmed that they had been through a rigorous selection procedure.

The Turnaround fostering scheme includes two therapists employed by Dorset Health Care Trust. The specialist teacher is employed by the education authority. The Project manager was able to confirm that they hold relevant qualifications and skills for the work they were doing.

The staff of Turnaround are as follows:

Project manager (social care background)

Foster care Trainer (child care and family placement background)

Skills Trainer (NVQ 3 in Child Care)

Family therapist

Individual Therapist

Specialist Teacher

Admin x 3 (p/t)

Total number of staff of the agency:

NB This number refers to the Turnaround Project only.

7

Number of staff who have left the agency in the past 12 months:

0

Standard 16 (16.1 - 16.16)

Staff are organised and managed in a way that delivers an efficient and effective foster care service.

Key Findings and Evidence

Standard met?

3

Inspectors were informed that during this early stage of the project, staff development needs and resource and support issues are under continuous review in collaboration with the Steering Group and National TFC Team.

All employees had written job descriptions, contracts and conditions of service.

Regular supervision was available to staff. Clinical supervision was available to the therapists from within the health service.

Administrative support was described as sufficient at this stage of the Project.

Turnaround staff had five desktop PCs, one being with the administrative worker and another in the manager's office. Staff considered that sharing two computers in the team room, with access to a third in a quiet room, was sometimes difficult. There was particularly heavy demand on the facilities on the team day when staff were all on the premises. The part time therapists had laptops provided by Dorset HealthCare Trust but these could not be connected to the Dorset County Council network.

Ongoing training was available to staff and carers.

Standard 17 (17.1 - 17.7)

The fostering service has an adequate number of sufficiently experienced and qualified staff and recruits a range of carers to meet the needs of children and young people for whom it aims to provide a service.

Key Findings and Evidence

Standard met?

3

Team roles are prescribed in the Oregon T.F.C. model. The team consists of the Project Manager, a full time social worker with extensive childcare and fostering experience (referred to as the Foster Care trainer), a full time support worker (Skills trainer), a part-time specialist teacher employed by the education department, a part time family therapist, and a part time individual therapist. The therapists are on permanent contracts, employed by Dorset Health Care Trust. Their role in the project is being reviewed.

The staff team and skills mix of this new project is currently under review. In establishing the pool of carers, the approach has been to specifically recruit new carers to be assessed and trained for the scheme. An experienced fostering social worker and a highly competent worker employed on a sessional basis undertook the large part of the carer assessment and preparation process.

A support worker contributed to aspects of the assessment process, and as the project has developed that role has been redefined to become the Skills Trainer.

Staffing of the Project was a significant problem during a period of staff sickness and contingency plans were not satisfactory. In particular there had been an absence of the staff member with a background and focus on fostering. The carers have been adjusting to a very new role and have expected a very high level of support.

The model requires a specific approach based on social learning theory. The individual therapist who works closely with each child spoke frankly about the limited capacity that there is in the scheme for some advanced therapeutic interventions for which she is trained. However she views the role as particularly challenging in respect of skills needed to engage with the young people referred to TFC. Her contribution to the development of the team has been highly valued. Inspectors noted that the young people spoke very positively about their contact with the therapist.

The expertise of the therapists and their input with staff and carers has been a great asset and has enabled a high level of reflective practice. The manager recognised that in the longer term the project may need to consider a different level of therapeutic input to provide effective interventions for the young people. Inspectors were told that different therapeutic interventions may be used in the programme alongside the main interventions but need to 'fit' with the needs of the child working with the programme to avoid confusion of approach.

As previously stated there were seven sets of carers approved for Turnaround fostering at the time of this inspection. One assessment was underway. There had been further advertising in an attempt to recruit more to achieve the target of ten available households.

Foster care assessments were undertaken by the fostering worker, by an experienced sessional worker, and in some cases by the Project manager. Since undertaking the assessments, staff on the team have participated in training on using a more explicit competency based approach to assessments. The team have reflected that some of the carers with limited practical experience have found the transition into fostering hard. Opportunities to broaden experience are being encouraged.

The relatively short-term nature of the TFC scheme is that plans for young people to move on have to be regularly addressed. At the time of this inspection there was a difficulty in identifying an alternative foster home for a young person to move on to and this is an issue for strategic planning across the local authorities.

Standard 18 (18.1 - 18.7)

The fostering service is a fair and competent employer, with sound employment practices and good support for its staff and carers.

Key Findings and Evidence

Standard met?

3

Turnaround operates within Dorset County Council policy and procedures for employment, health and safety, and whistleblowing. Information is available to carers in a handbook.

The newest appointee to the Turnaround team confirmed that sound employment practices had been followed and extensive checks done. Confirmation of the relevant CRB disclosure was available for inspection.

Staff and carers within the Turnaround scheme maintain close links through daily contact reports and weekly carer meetings.

A specific out of hours service for carers and young people is a requirement of the Treatment Foster Care model, to supplement the support available from the council's general emergency duty service. The 24/7 on call support available to Turnaround placements is valued by carers but has been stressful to implement with reduced staff availability caused by sickness and holidays.

Standard 19 (19.1 - 19.7)

There is a good quality training programme to enhance individual skills and to keep staff up-to-date with professional and legal developments.

Key Findings and Evidence

Standard met?

3

The team is multi-disciplinary and has access to a number of different avenues for training and professional development.

Treatment Foster Care staff and carers attended joint training provided by the National team. Staff attended other relevant training and seminars provided by the national team.

Relevant staff have attended training available for other fostering staff in the council about competency based assessments.

The skills trainer was supported in completing the NVQ 3 training in Child Care in 2004.

The council has a training programme which is reviewed annually.

Standard 20 (20.1 - 20.5)**All staff are properly accountable and supported.****Key Findings and Evidence****Standard met?****3**

The National Treatment Foster Care Team has provided guidance documents from Oregon Social Learning Centre about TFC roles and the working of the model. Inspectors were told that roles defined by the TFC model are being developed and refined in the light of UK context and practice experience.

Social care staff in the team receive regular supervision from the Project Manager. The therapists are provided with clinical supervision through their own employing authority, the Dorset Health Care Trust.

There is no system yet established for ensuring that staff receive regular planned appraisals, as recommended in Standard 20.4. A recommendation is made. Inspectors were advised that the Dorset system of staff appraisal is currently being reviewed. It is also acknowledged that in some cases the staff are employed outside the fostering service and responsibility for appraisals or other staff development systems will rest elsewhere.

There are weekly team and carer meetings. These are highly valued and contribute to on-going learning within the team and have a supervisory function. Inspectors noted the high level of professional reflection on practice issues. Fidelity to the model from Oregon would require that these sessions are video recorded for quality assurance purposes. At this point this practice has not been introduced at Turnaround. Inspectors were told that protocols about confidentiality and consent were still under consideration. There is an expectation that all TFC schemes will video clinical and foster care meetings for consultation with the National team and for a small number of these tapes to be sent to Oregon. The National team indicated that recent consent documents have addressed the issue and ensure no names or identifying details were passed to OSLC. As stated, videoing was not established in this scheme at the time of this inspection.

Standard 21 (21.1 - 21.6)**The fostering service has a clear strategy for working with and supporting carers.****Key Findings and Evidence****Standard met?****3**

The Treatment Foster Care guidelines provide a strategy for working with carers that originated in Oregon. Issues about the potential dissimilarities in the UK context had been highlighted in a report by a Looked After Children Task Force.

There were specific arrangements for training of foster carers in this scheme. Assistance in dealing with relevant services, such as health and education is available through the service.

Supervision of carers is on a weekly basis in the carers' group meetings. This was also an opportunity for carers to receive ongoing training and guidance. Out of hours support is available.

The plan for respite care was that one placement would be kept vacant to provide respite for carers with full-time placements. At the time of the inspection the Project was not operating to full capacity and there were several vacancies. Despite this, respite needs were proving to be a major challenge for the team. Carers indicated dissatisfaction about the problems in planning respite arrangements. The need for respite was more than anticipated and this will be an issue for the development of the scheme. Carers were concerned that it was difficult to plan their annual leave entitlement because of limited availability of respite care and uncertainty about timely and unplanned endings of placements.

Inspectors did not consider that the role of the supervising social worker was as clear in this scheme as recommended in the National Minimum Standards nor in the UK National Standards for Foster Care. This is discussed further at Standard 22.

Inspectors heard that there was generally good communication between Turnaround staff and the child's social worker. It had recently been introduced that weekly summaries of the behaviour chart were provided to the placing social workers.

Standard 22 (22.1 - 22.10)

The fostering service is a managed one that provides supervision for foster carers and helps them to develop their skills.

Key Findings and Evidence

Standard met?

2

Supervision to carers was provided through the regular weekly meetings which the main carers were required to attend. Carers had access to the foster care trainer who offered dedicated support. It was also her role to conduct reviews. The project manager guided and supported their work with the young person as part of the treatment team.

It was required that a member of the team contacted carers daily (Monday to Friday) to complete the young person's behaviour chart, and to provide an opportunity for carers to raise issues and seek advice.

Carers were given the standard Dorset fostering information, together with supplementary information about Treatment Foster Care.

Although a high level of supervision and advice was provided, inspectors considered that the service would benefit if carers had a more structured approach to their individual supervision and support needs. It is also acknowledged that the level of support has been reduced because of a period of sickness absence of the foster care trainer, the member of the team mainly responsible for individual support of the foster carers. The carers in general were very new to fostering, although were being supported in caring for some very challenging placements. Many of the issues raised by them were common to inexperienced foster carers and their households and the weekly group supervision may not always be the most appropriate forum to sufficiently discuss these. Carers' expectations about respite and annual leave required a considerable amount of discussion and there were a number of unresolved issues about how this was managed.

Home supervisory visits to consider their needs and the needs of their families should be more regularly undertaken. The carers did not identify that they had a specific structural link with any worker although they spoke highly of the support they received from various team members.

Occasional unannounced visits were not being made. This is recommended.

Carers had been linked to the local independent foster carer association and confirmed that they had been advised of procedures to deal with investigations into allegations.

Standard 23 (23.1 - 23.9)

The fostering service ensures that foster carers are trained in the skills required to provide high quality care and meet the needs of each child/young person placed in their care.

Key Findings and Evidence

Standard met?

3

The Turnaround carers were all required to attend the Choosing to Foster pre-approval training which is made available to all foster carers in Dorset. They also attended specific Treatment Foster Care training. Inspectors were advised that ongoing training planned includes five sessions about attachment issues.

Both partners were required to undergo Team Teach training about safe physical interventions when managing challenging behaviour. No measures of physical intervention had been used.

The weekly carer meetings were a regular opportunity for discussion and development. The meetings were minuted. Inspectors noted that in July carers had been given the Charter of Children's Rights. The weekly meetings were regularly attended by a therapist from the National TFC team to provide advice and coaching in the first year of the Project's development.

Standard 23.7 recommends that specific consideration is given to any help or support needed by the sons and daughters of foster carers. The Turnaround project sought from the outset to identify carers where there were no younger children in the household and this has been achieved. Inspectors noted that a number of the households did include very young adult children and it is suggested that their needs should not be minimised in consideration of support needs in these homes. In a number of cases the inspectors heard that the impact on family members was more than had been anticipated. To balance this, there were also examples of very positive interactions with other members of the households.

In some cases, becoming Turnaround foster carers had involved an enormous lifestyle change for a household. For some the experience of fostering was having far more impact than carers' original perceptions may have prepared them for.

Inspectors noted that the carers had a very positive approach to the training they had been given. In most cases the carers had no previous fostering experiences. Discussions with them evidenced that some of their training needs were in relation to learning and developing their basic fostering skills. Staff in the team acknowledged that there was a need to ensure that there were appropriate expectations of the carers as 'normal families' rather than as coming to the treatment programme with the complex knowledge acquired through professional training.

At the time of this inspection most of the Turnaround foster carers had not been reviewed although these first reviews were being planned. It was proposed that these reviews would be useful opportunities to include an appraisal of training and development needs. In one case the Turnaround manager was consulting with the national team about the appropriate development programme to be implemented with a carer.

Records

The intended outcome for the following set of standards is:

- All appropriate records are kept and are accessible in relation to the fostering services and the individual foster carers and foster children.

Standard 24 (24.1 - 24.8)

The fostering service ensures that an up-to-date, comprehensive case record is maintained for each child or young person in foster care which details the nature and quality of care provided and contributes to an understanding of her/his life events. Relevant information from the case records is made available to the child and to anyone involved in her/his care.

Key Findings and Evidence

Standard met?

2

The Turnaround fostering team accessed information from the referring authorities during the assessment. The level of information made available to the foster carers was very thorough, with staff going to great lengths to ensure that they had a good understanding of the needs of the child and family. Carers confirmed they had accessed the records in the Turnaround team room.

Records were maintained in the Turnaround scheme and these included an electronic record of daily behaviour charts (PDRs). This was part of the information regularly shared with the national TFC team. The anonymised PDRs were also sent to Oregon to contribute to the ongoing evaluation of the TFC programmes. Weekly summaries of the daily records were also being supplied to placing social workers as a means of keeping them informed.

Inspectors found that the carers' and children's files held by Turnaround were somewhat confusing, lacking chronologies, and significant event records. There was no front sheet on the children's files.

Carers were supplied with and required to keep diaries; evidence of this was seen in carers' homes. Inspectors were told that carers did not all consider they had been given guidance on what to write in diaries – except 'to write anything significant'. The manager confirmed that guidance has been made available and has been reissued.

The inspectors noted that there was variable practice amongst the carers in regard to keeping records in a secure place, and also in retaining information about children previously placed. The information recorded on the PDRs was not shared with the young people although foster carers confirmed that young people see the records about points and the school report cards, which is then cross referenced to the PDRs.

Standard 25 (25.1 - 25.13)			
The fostering service's administrative records contain all significant information relevant to the running of the foster care service and as required by regulations.			
Key Findings and Evidence		Standard met?	2
<p>Records kept by Turnaround fostering were kept in locked cupboards in the team rooms.</p> <p>A record of all children referred and placed was kept. Accidents were recorded on children's files and it is advisable that these are collated (in accordance with Schedule 2). There was a record of all foster carers as required by regulations.</p> <p>Issues of confidentiality were discussed in the inspection. Information about the behavioural progress of each young person is sent electronically to the National team and to Oregon to contribute to the evaluation of the programmes. This information does not disclose the names of the young people. The information was used for tracking trends and outcomes. The national team had access to a great deal of information about the children and their families and inspectors were told that families were not clearly aware of this.</p> <p>Inspectors could not find evidence that children were encouraged to access their records (as in Standard 25.12) and this is recommended.</p>			
NB These figures refer to the Turnaround Project only (as at 18 th Nov 2004)			4
Number of current foster placements supported by the agency:			
Number of placements made by the agency in the last 12 months:			8
Number of placements made by the agency which ended in the past 12 months: (This does not include changes of placement within the Project)			4
Number of new foster carers approved during the last 12 months:			7
Number of foster carers who left the agency during the last 12 months:			0
Current weekly payments to foster parents: Minimum £	X	Maximum £	X

Fitness of Premises for use as Fostering Service

The intended outcome for the following standard is:

- The premises used as offices by the fostering service are suitable for the purpose.

Standard 26 (26.1 - 26.5)

Premises used as offices by the fostering service are appropriate for the purpose.

Key Findings and Evidence

Standard met?

3

The Turnaround Project operates from the same site as one of the local authority fostering teams. The Project has its own team rooms and storage facilities. Administrative staff are shared with the fostering team. There is a meeting room that can be booked and is used for the regular meetings with carers.

There are no dedicated therapy rooms available although a small number of sessions had been held at the premises in the available rooms. The therapeutic staff in the team considered the premises unsuitable because of confidentiality and safety issues, particularly if after office hours. They had access to other premises.

There is a signing in system to the premises and arrangements for access are through a secured door. The building has an alarm system.

Financial Requirements

The intended outcome for the following set of standards is:

- The agency fostering services are financially viable and appropriate and timely payments are made to foster carers.

Standard 27 (27.1 - 27.3)

The agency ensures it is financially viable at all times and has sufficient financial resources to fulfil its obligations.

Key Findings and Evidence

Standard met?

9

This standard is not applicable.

Standard 28 (28.1 - 28.7)

The financial processes/systems of the agency are properly operated and maintained in accordance with sound and appropriate accounting standards and practice.

Key Findings and Evidence

Standard met?

9

This standard is not applicable.

Standard 29 (29.1 - 29.2)

Each foster carer receives an allowance and agreed expenses, which cover the full cost of caring for each child or young person placed with him or her. Payments are made promptly and at the agreed time. Allowances and fees are reviewed annually.

Key Findings and Evidence

Standard met?

3

Turnaround fostering remunerates carers with a significant weekly fee which reflects the objective of ensuring that young people referred to the Project are looked after by professional carers. The primary carer is required to be available full time for foster care.

Allowances are paid at rates equivalent to those recommended by Fostering Network, and based on Bournemouth Borough rates. Turnaround fostering has fee and allowance protocols agreed by the multi-agency steering group, which are distinct from those applied in the mainstream fostering services for Dorset. They will be reviewed by the Steering Group.

Fostering Panels

The intended outcome for the following set of standards is:

- Fostering panels are organised efficiently and effectively so as to ensure that good quality decisions are made about the approval of foster carers, in line with the overriding objective to promote and safeguard the welfare of children in foster care.

Standard 30 (30.1 - 30.9)

Fostering panels have clear written policies and procedures, which are implemented in practice, about the handling of their functions.

Key Findings and Evidence

Standard met?

3

The fostering panel was observed by an inspector on 10th November 2004. Updated policies and procedures were not seen at this inspection and will be addressed at the broader inspection of the overall fostering service in March 2005. Issues of quoracy remain a challenge for the panel on occasion. Panel members and the chair need to anticipate where conflicts of interests might arise, and the implications for membership must be more robustly considered in advance of panel.

The panel meeting was observed to be well conducted. Information was available in advance for panel members. Panel members identified relevant issues arising from the cases presented. It was evident that they were clear about their roles and responsibilities. The process was seen to be fair, with panel members responding sensitively to the applicants. Measures were taken to assist applicants feel comfortable. An updated information leaflet about the purpose of panel and panel membership has been produced.

Medical expertise is available to panel.

The quality assurance function of the panel was seen to be developing. The panel chair described giving regular feedback to the fostering service. Management information about annual reviews of foster carers, the number of carers, and the range and type of carers in comparison to the needs of children was to be presented to Panel in January 2005.

The panel has been kept well informed of the development of the Turnaround Project scheme. The Project leader has given two presentations to panel. The panel asked that all applicants to the scheme should attend panel and they have therefore met with all the Turnaround carers. Panel members had been made well aware of the specific issues arising in the Project, particularly the multi-agency approach, and the behaviour management strategies. Panel had been concerned to ensure that approval conditions were appropriate to safeguard the two cases in which there were male primary carers. Conditions were made that only boys should be placed, although this is to be reviewed.

A report was submitted to panel on 13th October 2005 regarding progress of the placements, and including information about the national context. Inspectors were told by Turnaround foster carers that they very much appreciated the opportunity to meet with the panel chair as part of their own preparation.

Short-Term Breaks

The intended outcome for the following set of standards is:

- When foster care is provided as a short-term break for a child, the arrangement recognises that the parents remain the main carers for the child.

Standard 31 (31.1 - 31.2)

Where a fostering service provides short-term breaks for children in foster care, they have policies and procedures, implemented in practice, to meet the particular needs of children receiving short-term breaks.

Key Findings and Evidence	Standard met?
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This standard was not specifically addressed in this inspection. The respite arrangements within the frame of reference of the Turnaround fostering scheme are discussed at the relevant points elsewhere in this report.	
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Family and Friends as Carers

The intended outcome for the following set of standards is:

- Local authority fostering services' policies and procedures for assessing, approving, supporting and training foster carers recognise the particular contribution that can be made by and the particular needs of family and friends as carers.

Standard 32 (32.1 - 32.4)

These standards are all relevant to carers who are family and friends of the child, but there is recognition of the particular relationship and position of family and friend carers.

Key Findings and Evidence	Standard met?
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This standard was not directly applicable to the Turnaround scheme, and will be assessed in the inspection of the mainstream fostering service.	
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PART C

LAY ASSESSOR'S SUMMARY

(where applicable)

Lay Assessor _____ **Signature** _____
Date _____

D.1 Registered Person's or Responsible Local Authority Manager's comments/confirmation relating to the content and accuracy of the report for the above inspection.

We would welcome comments on the content of this report relating to the Inspection conducted on 4th – 8th October 2004 & 10th November 2004 and any factual inaccuracies:

Please limit your comments to one side of A4 if possible

We welcome the very positive and supportive style of the report and agree with the 9 Good Practice Recommendations, which we will address as speedily as possible. Most of the recommendations e.g. the appointment of the Programme Supervisor, environmental standards, collation of complaints, staff appraisals, supervision of carers, storage of information are already being actioned.

Action taken by the CSCI in response to the provider's comments:

Amendments to the report were necessary

YES

Comments were received from the provider

YES

Provider comments/factual amendments were incorporated into the final inspection report

YES

Provider comments are available on file at the Area Office but have not been incorporated into the final inspection report. The inspector believes the report to be factually accurate

Note:

In instances where there is a major difference of view between the Inspector and the Registered Provider responsible Local Authority fostering service Manager both views will be made available on request to the Area Office.

D.2 Please provide the Commission with a written Action Plan by 18th February 2005, which indicates how statutory requirements and recommendations are to be addressed and stating a clear timescale for completion. This will be kept on file and made available on request.

Status of the Provider's Action Plan at time of publication of the final inspection report:

Action plan was required

YES

Action plan was received at the point of publication

YES

Action plan covers all the statutory requirements in a timely fashion

YES

Action plan did not cover all the statutory requirements and required further discussion

Provider has declined to provide an action plan

Other: <enter details here>

Public reports

It should be noted that all CSCI inspection reports are public documents. Reports on children's homes are only obtainable on personal application to CSCI offices.

D.3 PROVIDER'S AGREEMENT

Registered Person's or responsible Local Authority Manager's statement of agreement/comments: Please complete the relevant section that applies.

D.3.1 I _____ of _____ confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) and that I agree with the statutory requirements made and will seek to comply with these.

Print Name _____

Signature _____

Designation _____

Date _____

Or

D.3.2 I _____ of _____ am unable to confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) for the following reasons:

Print Name _____

Signature _____

Designation _____

Date _____

Note: In instance where there is a profound difference of view between the Inspector and the Registered Provider both views will be reported. Please attach any extra pages, as applicable.

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