



## **STATEMENT OF PURPOSE**

### **INTEGRATED SERVICES PROGRAMME**

**ISP Enfield  
SC067431**

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# INTEGRATED SERVICES PROGRAMME

## STATEMENT OF PURPOSE

### Section 1

#### THE AIMS, OBJECTIVES AND PRINCIPLES

ISP aims to enable children and young people to get to know who they are and to grow and live in harmony with themselves and others. To achieve this, we provide an approach to therapeutic fostering that is specifically designed to improve the psychological and emotional health and well-being of children and young people. Therapeutic concepts relating to the effects of trauma, abuse and neglect are used to enable staff and foster carer to view children's sometimes challenging behaviour as communication of confusion and distress in their internal world rather than simply as behaviour to be managed.

#### ISP Therapeutic Model

Children who are referred to ISP have had a painful history that is very likely to have deeply impacted upon their development, sense of self and ways of being. Our basic assumption is that these children will need therapeutic care if we are to best enable them to reach their potential emotionally, socially and educationally. The children will, by definition, have experienced things as having gone very wrong in their lives and are likely to have been very traumatised by this. It is accepted that the ways in which children will have had to adapt to survive these very difficult experiences means that they, and those charged with their development whether that be within care, education or therapy, need specialist training and ongoing support. We see our task as that of providing an integrated service connecting with the child or young person to work in an individualised way with the specific challenges they face. We aim to contain, understand, empathise and work with their adaptive survival strategies as we gradually enable them to feel safe and able to develop within long term meaningful relationships.

At ISP Enfield, we aim to provide an integrated service with this concept of holistic and personalised therapeutic relationships at its heart and as the guiding principle to our work. We define this in terms of adopting a reflective stance in our thinking about each child individually from the start. Our belief, based on extensive research into attachment and the effects of trauma, is that the capacity to establish and sustain a reflective state of mind is the result of effective parenting. For the child, this provides the basis for the development of resilience in the face of adversity, and it underpins ISP's direct work with children and our response as a whole. We recognise that a 24/7 approach is best taken to include the child's care, education and therapy, and this approach is built into the systemic practice within ISP Rainham.

We recognise that the most crucial relationship for the child is within the foster family and a great deal of care and attention needs to be invested to ensure this is a meaningful and sustainable developmental relationship, resilient to the inevitable ups and downs. We recognise how everyday caring experiences can be harnessed for therapeutic means, which is especially relevant for children who have not received good enough parenting during infancy and early childhood. We want foster parents to realise that by looking after a child 24 hours a day, they are in a strong position to meet their emotional and reparative needs. Although much therapeutic care occurs naturally within the fostering environment, we do not assume that this will simply happen but presume this relationship will need continuing care, support and attention. Our intention is always to try to be proactive rather than reactive to the challenges and difficulties that may be encountered.

**Secure Base Model:**

ISP Enfield has adopted the Secure Base model (BAAF), an attachment-based approach, as part of the foundation to the work we do. It articulates the necessary qualities we know our foster parents need to embody to give children the best opportunity to begin to feel safe enough to try and trust adults again. However, we understand that more than this will be needed to enable children to reach their full potential.

***The values that underpin our work:***

- Each individual is unique and has an inherent right to develop their potential in ways that have meaning and purpose for them.
- Children have the right to be looked after by adults who offer them respect, concern, affection and experiences appropriate to their individual needs.
- Adults need to respect the significance for the child of their birth family, their race, culture and religion and their area of origin.
- ISP encourages continued personal growth within an enriching environment for living, learning and developing together.

***We achieve our aims by providing the following:***

- A community of adults who, through their working relationships with one another, demonstrate empathy, understanding, reflexivity and a model of integration.
- A place where children and young people who may be emotionally fragmented can achieve personal integration.
- Opportunities for children to experience stable family environments by recruiting, training and developing high quality foster parents who understand our therapeutic principles. We have developed our very own Therapeutic Pathway of training that aims to build upon foster parents' skills and knowledge around key therapeutic principles. It has been designed by our Head of Therapy, Dr Suzannah Hill, in consultation with foster parents, staff and our young people, and is guided by the latest evidence-based therapeutic parenting approaches.
- The first stage of the programme introduces the essential therapeutic skills needed day-to-day as a foster parent, before moving on to the more advanced therapeutic knowledge and strategies that will underpin their practice. The final level is more practical, offering feedback and support as foster parents apply all these learnings in real time.
- Our Therapeutic Pathway programme sits alongside our mandatory training as well as the additional training courses we offer. Many of the mandatory courses are available online via our 'Learnative' website, which means that our face-to-face training can focus on the therapeutic sessions.

***Services we provide:***

- Foster families;
- Partnership working and liaison between local authority partners, children, families, foster families, social workers, therapists and schools;
- Therapeutic support for children and foster families;
- Speech and Language Therapy;
- Education Psychology;
- Respite care;
- Transport and escort services when needed;
- 'Family Time' (contact) supervision;
- Education and training for children and foster parents;

- Opportunities for young people to prepare for independent living;
- Family placements for parents and babies/young children.

## **Section 2**

### **THE STANDARDS OF CARE TO BE FOLLOWED**

ISP is committed to complying with the standards set out in the Fostering Services: The National Minimum Standards (2011 and 2013) which form the basis of the regulatory framework under the Care Standards Act 2000.

The Registered Manager is responsible for the management, compliance and monitoring of all standards which are underpinned by the Fostering Service Regulations 2011 and The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013.

The Central QA Team work alongside the RM to support them to monitor and audit:

- All matters listed in Schedule 6 (Regulation 35 (1))
- Notification of events listed in Schedule 7
- Other significant events relating to ISP Monitoring

The Registered Manager will also be writing joint Reg. 35 / NMS 25 reports to analyse the Enfield Registration to ensure continuous improvements

### **Policies**

ISP has a comprehensive suite of policies which are available online to all staff and foster parents and updated regularly at a minimum timeframe of 3 yearly or as needed following review of practice matters. This means staff, parents and partner agencies have access at all times to ISP policies. The policies are working documents and should be read in conjunction with, and reference to, each other.

### **Safeguarding Procedures**

ISP is committed to safeguarding and promoting the wellbeing of children and young people who are placed in our care, so that they can live a healthy and happy childhood that is safe and positive, free from harassment and bullying.

ISP has adopted Working Together to Safeguard Children 2019 (DfE) guidelines for Safeguarding including Child Protection. The Working Together to Safeguard Children guidelines refer to all staff and foster parents. Reference is also made, as required, to The Children Act 1989, The Children Act 2004, the Local Safeguarding Partnership Board, and Working Together to Safeguard Children 2018.

ISP has its own safeguarding procedures, which are provided to all staff and foster parents. The ISP safeguarding procedures lay down a clear format for the reporting of any safeguarding matter to the Registered Manager and Head of Safeguarding for ISP, both of whom are qualified and experienced social workers. The Registered Manager is also the Designated Lead for Safeguarding for ISP Enfield.

### **Complaints**

ISP has a complaints policy for foster parents and staff. There is a separate complaints policy for children and young people, which they can view on our I-SPACE website or by asking their foster parent or ISP staff member for a copy. ISP's Children's Guides also provides contact details for the Complaints Officer.

### **The Process for the Recruitment, Approval, Retention and Training of Foster Carers**

ISP is committed to the recruitment of high quality foster parents who can meet the needs of children referred to ISP and it operates within the Safer Recruitment Policy and thus has a carefully designed selection process. Upon initial enquiry, the enquiries team discuss with prospective foster parents details of the organisation and information about how to become foster parents. This is an initial screening process and where appropriate the enquiries team then suggest an Initial Visit to the prospective foster parent's home. Once this stage is successfully completed, prospective foster parents will be invited to attend the ISP Skills to Foster Training. Following this, a detailed Form F assessment is undertaken by an independent social worker reporting to the Fostering Social Worker. Some assessments may commence prior to the prospective foster parent attending Skills to Foster Training if they can demonstrate appropriate skills and knowledge. The assessment process includes a health and safety risk assessment.

**Stage 1 and Stage 2 of Assessment:** In accordance with The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, which amended the Fostering Services (England) regulations 2011, the process ISP follows for assessing a person's suitability to foster consists of two stages. These stages are usually carried out concurrently, but the information required for Stage 1, as defined in Schedule 3 Part 1 of the 2013 Regulations, is sought as soon as possible, and the decision about whether an applicant has successfully completed Stage 1 is made within 10 working days of all the information required being received.

If during Stage 1 it is decided that an applicant is not suitable to foster, the applicant is informed and reasons are given.

Once Stage 1 and 2 are completed, and providing all safe care checks are satisfactory, the foster parents will then attend the Fostering Panel which will make recommendations regarding approval of the foster parents. The ultimate responsibility for approval lies with the ISP Decision Maker

However, if in Stage 2 a decision is made that the applicant is not suitable to foster then a brief report must be completed, the applicant advised and their comments sought within 10 working days.

Post-approval, foster parents receive an induction by the centre team and are expected to follow the ISP Therapeutic Training Pathway which incorporates the TSDS. The foster parent's training is monitored through the foster parent review process, with Panel oversight at year 1 Panel return.

### **Review Process**

The Fostering Team is responsible for co-ordinating and allocating the reviews of approval (Annual Reviews), which are carried out at least on an annual basis. We consider retention of foster parents to be crucial and to this end we provide good supervision, a comprehensive training pathway, a range of activities to show recognition and appreciation along with participation in the organisation's development.

## **Section 3**

### **THE SERVICE**

ISP provides family based child care services for children referred by Local Authorities.

## Overview of the services provided

ISP Enfield is a multi-disciplinary team comprised of practitioners in social work, therapy, education and foster care. It is managed by a qualified and experienced social work manager who is responsible for overseeing all of the centre-based activities and ensuring that Fostering Regulations and Standards are met or exceeded.

The recruitment and assessment of foster carers, Panel functions, annual reviews of foster parent approval, and training are administrated by our fostering social work team, based at the Enfield office. Supervised contact can also be provided as appropriate. The Registered Manager ensures that all families receive the appropriate services and support, tailored to the particular circumstances of each foster family and the young person/people in their care.

### ISP Enfield Centres

ISP Enfield is the “hub” of the services for the child and the foster carers – each foster carer is attached to a Centre which they attend for regular discussion groups, training and other events.

ISP has a satellite base in South London (we will have a permanent office space soon) to ensure all Enfield carers throughout London can access facilities and training locally.

ISP Enfield has its own complement of ISP supervising social workers, fostering social workers, fostering advisers, educationalist and therapists, all of whom are co-ordinated and managed by the Registered Manager who is, in turn, a qualified Social Worker and is in the process of undertaking the Leadership and Management qualifications. The administrative support network within the centre provides a thorough framework ensuring good communication between departments at all times.

The Centre is also used for activities for young people, e.g. young peoples’ forums, Easter, Halloween and Christmas parties, etc.

The services are as follows which are designed to provide positive outcomes for children:

#### 1. Foster Parents

The first, fundamental step in establishing an integrated programme of care is to provide the child with a safe and nurturing home environment within a foster family. To function as an effective foster parent, you should also have access to help, support and guidance. At ISP we are committed to providing our foster parents with first class training and advice, enabling them to develop the skills to create safe and nurturing family homes for the children they care for. ISP foster parents are recognised as fellow professionals and their contribution is fundamental to the whole organisation.

ISP strives to develop a therapeutic culture, including recognition of how everyday caring experiences can be used therapeutically, which is especially relevant for children who have not received good enough parenting during infancy and early childhood. We want foster parents to realise that, by looking after a child 24 hours a day, they are in a strong position to meet their emotional needs. A lot of therapeutic care can be offered within the family environment. This would include understanding how feelings of insecurity can be triggered by ordinary events, dealing with difficult behaviours that occur as a result, and then being ready to respond to the underlying need whenever the child feels less defensive.

### Desired Outcomes for Young People

- Young people are able enjoy safe and stable lives in families who promote their well-being

## **2. The Referrals Team**

The Referrals Team, based at ISP Head Office, work with the local authority to carefully match foster parents to meet the needs of the referred child. This is a collaborative process between local authorities, fostering advisers, ISP social workers, foster parents and managers.

### **Placement Type**

In order to fulfil the specific needs Local authorities require for their children, we look to recruit, train and support foster parents from a range of backgrounds and we offer both short and long term care.

#### **Short term includes:**

- Emergency care
- Short term care
- Respite
- Bridging
- Parent and child

#### **Long term includes:**

- Permanent fostering
- Long term care

#### **All placement options offer fostering experience to:**

- Individual children
- Sibling groups
- Sanctuary-seeking children
- Children with complex needs
- Children moving from residential
- Staying Put

#### **The journey to adulthood:**

We very much support young people as they move into adulthood and find their independence. To this end we can also offer support with independence skills, accessing further or higher education and transitioning to independent living and the emotional impact around this. We have access to the Polaris Academy which hosts webinars and virtual work experience events for young people including children in our care and birth children

### **Desired Outcomes for Young People**

- Placement choice
- Well matched foster placements
- Young people participate in the organisation and contribute to ISP's development, thus ensuring ISP remains child-focussed and relevant to the aspirations of young people.

## **3. The Enquiries Team**

There is a dedicated Enquiries Team based at ISP Head Office, who are responsible for responding to initial enquiries from prospective applicants.

## **4. The Fostering Services**

The Fostering Services Team at ISP Enfield:

- Commissions Form F assessments;
- Oversees a Quality Assurance function of the assessments in preparation for the ISP Fostering Panel;



- Oversees the training and development of foster parents through the carer grade system;
- Provides individual or group-based support for ‘Children Who Foster’
- Commissions reviews of approval (Annual Home Reviews) and provides a quality assurance function of both the report and the foster parents
- Liaises regularly with the Registered Manager.
- Manages the Fostering Panel Process

The Registered Manager is instrumental in ensuring that ISP keeps abreast of any changes in fostering legislation, regulations and guidance via liaison with the Director of ISP. This is supported by our central QA team.

### **Outcomes for Young People**

Young people participate in the organisation and contribute to ISP’s development, thus ensuring ISP remains child focussed and relevant to the aspirations of young people.

#### **5. The ISP Senior Practitioner/Supervising Social Worker**

The Senior Practitioners and Social Workers at ISP are all experienced and social work qualified. At ISP we aim to take a collaborative approach with foster parents in order to identify how the multi-disciplinary centre teams and other ISP Services can best provide appropriate input to the placement, ensuring there is access to the range of disciplines within ISP. Additionally, good links have been forged with local colleges and universities, to which we offer student social work placements and also access their services for the social work apprenticeship scheme.

#### **6. Fostering Advisers**

ISP is committed to the continued professionalism of foster care. Our fostering advisers provide expertise, advice and consultation within the multi-disciplinary teams at the ISP Centres. They also offer advice and practical assistance to foster parents, as part of the multi-disciplinary team, creating a working relationship which facilitates and encourages the practice and professional development of each foster parent.

#### **7. Team Therapists**

Each young person has an assigned therapist who will attend network meetings and provide therapy where needed as well as consultations with foster parents. They also lead Reflective Practice Groups for foster parents and staff

#### **8. ISP Head Office**

Located in Sittingbourne, Kent, ISP Head Office provides some centralised functions, support and guidance to our centres located in Kent. These include the Fostering Team and the Enquiries Team.

#### **9. Outcomes for young people (health, leaving care, online safety)**

At ISP, the Policy and Practice Advisor is responsible for developing effective tools and systems to enhance outcomes for young people and monitor the organisation’s effectiveness. They have devised and delivered training programmes for foster parents and staff, developed a Life Skills Development Programme and maintain a website that provides a hub of information and advice for foster parents and young people ([www.i-space.org.uk](http://www.i-space.org.uk)).

As a CEOP Education Ambassador, they provide CEOP training for staff and foster parents within the registration and offer advice and guidance across the organisation. This enables the staff and foster parents to be supplied and equipped with information and knowledge in these key areas, as well as understanding and fulfilling their roles and responsibilities in relation to the children and young people in their care and the use of technology.

### Desired Outcomes for Young People

- To learn and develop the skills required for everyday life
- To successfully manage the transition to adulthood
- To lead healthy lifestyles
- To keep safe

### **10. Therapeutic Provision**

At ISP, we have long been committed to, and continuously strive to promote, a therapeutic fostering service. Our aim is to provide a service in which all those involved in a child's care, education and therapy work closely together to provide an integrated service and therapeutic package around the individual child. This is an inclusive therapeutic management approach in which we acknowledge the importance of close professional network relationships and pay a great deal of attention to the fact that the daily routines and care experienced by children are of primary importance and have the potential in themselves to be emotionally containing and profoundly therapeutic. Thus our therapists offer much more than individual therapy to children. Many are members of the centre teams, and work alongside colleagues from social work, fostering and education to help maintain reflective thinking and facilitate training, case discussions, supervision groups, to be a resource to foster families, foster children and staff throughout the organisation.

We aim to develop professional network meetings around each child which form the hub of the work for the individual child. It is recognised that splits and difference of views can occur within such groups and the importance of working with these tensions is recognised so that a solid team is developed around each child. This creates the rich, holistic tapestry of care, education and therapy around the child that we call therapeutic management.

In addition, the team therapists may provide training, case discussions, supervision groups, be a resource to foster families, foster children and staff, in addition to offering individual therapy when required.

We have also built up a pool of therapists to ensure we offer an appropriate range of therapies, which can be accessed as needed. The Agency Director, supported by the Head of Therapy for Polaris, oversees the whole group of employed and self-employed therapists to ensure that developments within the field of child therapy are included and understood and to help integrate therapeutic skills and techniques throughout the Centres.

The ISP therapists consist of a well-established and multi-disciplined group of qualified professionals, representing a cross section of clinical expertise and experience such as:

- Child & Adolescent Psychotherapy
- Systemic Family Therapy
- Cognitive/Behavioural Therapy
- Play Therapy
- Art Therapy
- Music Therapy
- Speech and Language Therapy
- Educational Psychology
- Video Interactive Guidance

This range of disciplines is underpinned by a common understanding of the centrality of the therapeutic relationship in the healing of trauma, abuse, neglect, and the powerful experiences of shame that are associated with these.

Additionally, we have access to a qualified Speech and Language Therapist who supports a team of speech and language assistants to deliver strategies to foster parents, children and young people and education provisions connected to children and young people to support with their understanding and use of language.

We have also been accredited the 5 Communication Access Standards for Looked After Children and training in respect of this has been provided to Centre Staff.

#### Desired Outcomes for Young People

- For children and young people who have experienced harrowing circumstances, therapy alongside therapeutic fostering can offer the most effective route to help them manage their fears and regulate their emotions. Therapy can contribute to promoting and developing emotional resilience. Ultimately, ISP hopes to give children the ability to grow and mature into well rounded adults. The therapeutic support and skill raising given to all staff and foster parents will add to the specialised care received by the young people.
- To ensure inclusive communication for all.

#### **11. Transport**

Where appropriate, transport is provided for young people having contact with family members or friends.

In certain circumstances, transport is also provided for attending therapy and other appointments, although generally this is seen as part of the foster carer's duties. Our drivers are all sensitive to the needs of the children and the emotional pressures they may feel. The drivers also receive training and regular supervision.

#### **12. Respite Care**

Respite is an important part of ISP's philosophy of care. All foster parents are encouraged to make use of respite on a regular and planned basis, not exceeding 22 nights per year except in exceptional circumstances, which could include emergency respite and this is needs-led.

ISP takes very seriously the respite experience of all children and young people and accordingly operates a thorough planning, preparation and consultation process with foster parents, children and young people and local authorities. All young people are encouraged to complete a feedback form following respite to take their views into consideration and contribute to monitoring this service.

#### Desired Outcomes for Young People

- To provide positive experiences of respite / time away from their main placement for young people.

#### **13. Contact/Family Time Supervision**

ISP has a range of comfortable and welcoming facilities where children can meet with their families in a safe and supervised environment. We provide Contact Supervisors who can produce written reports for the Local Authority and who are skilled at ensuring the safety and well-being of children whilst putting families at ease. They attend relevant training and receive supervision.

#### Desired Outcomes for Young People

- Wherever possible, young people are encouraged to engage in contact with their families, enhancing and exploring their sense of identity and culture.

#### **14. Education Co-Ordinator - Advisory Teachers**

Advisory teachers work closely with schools, 'virtual schools', foster parents and children to ensure children are reaching their potential taking in to account their history, chronological and developmental age and ability. Advisory teachers are very much a part of the team around the child and as such as present at network meetings.

The education support programme in Enfield provides an outreach service to children attending mainstream schools ensuring all children are enrolled in an educational facility and are supported to do the best they can.

Individually tailored packages for children and young people who require individual learning environments, and young people who are progressing from school to further education, all individually costed.

ISP is committed to ensuring all children and young people have access to education, enabling them to learn and realise their full potential. ISP aims to meet the educational needs of each child and young person through identifying an educational environment that is appropriate to their individual needs and abilities.

ISP's educational teams monitor, and where appropriate, co-ordinate the education of all children and young people placed with the organisation. To do this effectively involves effective liaison with the child or young person's mainstream school or college. ISP Enfield has two advisory teachers who facilitate the above role.

#### **Educational outcomes for Young People**

- Young people are enrolled in an appropriate education facility and enjoy good attendance
- Young people received additional educational support, ensuring they have the best chance of achieving their potential
- Young people take part in extracurricular activities and hold "offices" in school
- On leaving school, young people are encouraged and supported to move to further education or employment

#### **15. Parent and Child placements**

ISP has a Parent and Child Placement service. This includes specific training/careful matching to appropriate foster families.

#### **Desired Outcome for parent and child**

- All parents and children are enabled to engage in a supported environment for the parent's ability to parent to be assessed and supported and the best outcome for the child to be identified.

#### **16. Polaris Community**

ISP is part of the Polaris Community, all of the agencies have retained their individual branding. ISP as such benefits from centralised functions namely HR, Finance, Marketing, Contracts, Learning and Development, Quality Assurance, Safeguarding and Foster Parent Recruitment.

## Section 4

### STATUS AND CONSTITUTION

Integrated Services Programme (company number 2820208) is an unlimited company registered in England. The immediate parent, by virtue of owning all of the share capital in Integrated Services Programme, is ISP Childcare Ltd (registered in England, company number 08494425)

### Management Structure and Resources

#### ISP Enfield Registered Manager

Annaya Constantin

#### ISP Responsible Individual

Joanne Savage

**To obtain any further information please write to:**

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**Website:** [www.ispfostering.org.uk](http://www.ispfostering.org.uk)

**Regional Office  
ISP South London  
Office space- to be confirmed**

**Phone:**

### **FURTHER CONTACTS:**

#### **The Office of the Children's Rights Commissioner**

Sanctuary Buildings  
20 Great Smith Street  
London  
SW1P 3BT

Tel: 020 7783 8330

Email: [info.request@childrenscommissioner.gsi.gov.uk](mailto:info.request@childrenscommissioner.gsi.gov.uk)

Web: [www.childrenscommissioner.gov.uk](http://www.childrenscommissioner.gov.uk)

[www.rights4me.org](http://www.rights4me.org)

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