



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

ISP Enfield

**64a Church Street
Enfield
Middlesex
EN2 6AX**

Lead Inspector
Jane Ray

Key Announced Inspection
6th November 2006 09:30

The Commission for Social Care Inspection aims to:

- Put the people who use social care first
- Improve services and stamp out bad practice
- Be an expert voice on social care
- Practise what we preach in our own organisation

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This is a report of an inspection to assess whether services are meeting the needs of people who use them. The legal basis for conducting inspections is the Care Standards Act 2000 and the relevant National Minimum Standards for this establishment are those for *Fostering Services*. They can be found at www.dh.gov.uk or obtained from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering: www.tso.co.uk/bookshop

Every Child Matters, outlined the government's vision for children's services and formed the basis of the Children Act 2004. It provides a framework for inspection so that children's services should be judged on their contribution to the outcomes considered essential to wellbeing in childhood and later life. Those outcomes are:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a contribution; and
- Achieving economic wellbeing.

In response, the Commission for Social Care Inspection has re-ordered the national minimum standards for children's services under the five outcomes, for reporting purposes. A further section has been created under 'Management' to cover those issues that will potentially impact on all the outcomes above.

Copies of *Every Child Matters* and *The Children Act 2004* are available from The Stationery Office as above

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SERVICE INFORMATION

Name of service	ISP Enfield
Address	64a Church Street Enfield Middlesex EN2 6AX
Telephone number	0208 370 3670
Fax number	0208 370 3679
Email address	enfield@ispchildcare.org.uk
Provider Web address	www.ispchildcare.org.uk
Name of registered provider(s)/company (if applicable)	Integrated Services Programme
Name of registered manager (if applicable)	Mrs Wendy Jane Spears
Type of registration	Fostering Agencies

SERVICE INFORMATION

Conditions of registration:

None

Date of last inspection Not applicable

Brief Description of the Service:

Integrated Services Programme (ISP) is a limited company run by eight directors of whom three are executive and five are non-executive. Integrated Services Programme (ISP) Enfield is registered as an Independent Fostering Agency. ISP Enfield is part of a wider organisation with fostering agencies based in Buckinghamshire, Sussex and throughout Kent. The company head office is based at Sittingbourne in Kent. ISP Enfield was registered in May 2006.

ISP Enfield has a Responsible Individual, John Whitwell who is the managing director. The Registered Manager is Wendy Spears and she is the centre manager for ISP Enfield.

At the time of the inspection there were a total of 12 families caring for 15 children and young people being supported by the agency. The carers live in North London and Hertfordshire.

The agency provides a range of services including social work support to foster carers and the young people, a range of therapeutic services, educational support and assistance with transport. The agencies foster carers provide long term and respite care.

The organisation has two panels that meet approximately every six weeks and provide a service to all the ISP agencies.

The agency office is based in the high street in Enfield and is accessible by public transport. The office provides staff accommodation and also has rooms available for therapy sessions, educational input, meetings and contact arrangements.

The stated aim of the organisation is to "provide high quality child care (in family settings), education and therapy for children and young people whose development has been impaired by abuse, trauma and deprivation. 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".

The fees range from £1203 – 1758 a week depending on the type of service being purchased and this is agreed on an individual basis.

The provider must make information available about the service, including inspection reports to service users and other stakeholders.

SUMMARY

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

This is the first inspection of ISP Enfield. The inspection looked at how the agency was performing in relation to the National Minimum Standards for fostering services.

The inspection was undertaken by Jane Ray and took place between the 6th and 8th November 2006. The inspector wishes to acknowledge the courteous and professional response from the centre manager and staff working for the agency. The inspector would also like to thank the foster carers, children and young people who were visited or spoken to for their time and assistance in carrying out the inspection.

The inspector visited the agency offices and spoke to a number of staff about their work. The inspector also attended a carers meeting. The inspector read a number of essential records and documents. The inspector also visited four families who care for nine of the children and young people currently placed by the agency.

The inspector received written questionnaires from eight foster carers and nine foster children. These questionnaires demonstrated that the children and young people generally felt they were placed in excellent foster homes and were protected and listened to. Foster carers questionnaires showed that they felt very well supported by the agency and the accessibility and skill of the whole staff team was very much valued.

What the service does well:

The inspector was very impressed by the work of the agency and felt it demonstrated an ability to provide a high quality service to children and young people through the provision of fostering services as follows:

- The staff working for the agency and the foster carers were all focused on meeting the individual and complex needs of each young person
- The agency has robust procedures for the recruitment and selection of foster carers
- The agency offers a comprehensive and stimulating programme of training to foster carers and offers them opportunities to progress their careers
- The agency offers comprehensive and responsive support to the foster carers so they feel they can access the support they need to undertake their role

- The agency can provide educational and therapy input which supports the children and young people to fulfil their potential
- The agency provides a number of activities for foster carers and young people to allow them to network with each other and offer mutual support
- The agency work closely with the children and young people to allow them to express their views on the services they receive
- The agency employs experienced and capable staff who are given the supervision and training to perform their role to a high standard
- The agency has access to two experienced and effective panels
- The agency has systems in place to monitor performance and is constantly looking at potential areas for improvement

What has improved since the last inspection?

This section does not apply, as this is the agencies first inspection.

What they could do better:

There are no requirements made as a result of this inspection and this is reflective of an agency that has well developed internal mechanisms for assessing and developing its practice.

There are however a few good practice recommendations that the inspector is confident the agency will be able to complete. The first is to review the statement of purpose to make it more user friendly and to clearly describe the ISP organisation and how the Enfield agency operates within the organisational structure. Secondly the agency needs to support the foster carers to update their first aid training when the previous training qualification has expired. The agency also needs to consider how it will use the healthcare information from the children's outcomes survey to ensure any healthcare shortfalls are positively addressed. The agency needs to continue to work to recruit more foster carers. It is also recommended that the new foster carer supervision format is brought into use by the social workers.

Please contact the provider for advice of actions taken in response to this inspection.

The report of this inspection is available from enquiries@csci.gsi.gov.uk or by contacting your local CSCI office.

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Being Healthy

The intended outcome for this Standard is:

- The fostering service promotes the health and development of children.(NMS 12)

The Commission considers Standard 12 the key standard to be inspected at least once during a 12 month period.

JUDGEMENT – we looked at the outcome for Standard:

12

Quality in this outcome area is good. This judgement has been made from evidence gathered during the visit to this service. Children and young people benefit from living in foster homes where their health and development is promoted.

EVIDENCE:

The ISP initial assessment record was inspected and this covers all aspects of the young persons physical and emotional health including any professionals involved in supporting the young person at that time.

The healthcare records were inspected for four children and young people and they all had records of accessing the GP and of having dental and optical checks.

The four foster carers spoken to as part of the inspection all said they had received comprehensive information about the children and young people, including their health care needs prior to their placement. They were also able to describe how they are supporting the young people to access healthcare appointments. One foster carer was able to tell the inspector how she had identified additional healthcare needs for a young person after the placement had commenced and how she had worked with the young persons social worker to address these needs.

The questionnaires returned from the children and young people all said that they were being supported to maintain their health and several gave the examples that they are being encouraged to eat a healthy diet and to have regular exercise.

The organisation employs a member of staff who acts as a resource for all the ISP Centres on health promotion. This member of staff has prepared a file of useful information on health promotion that can be accessed by the social workers. This file was inspected and provides lots of helpful material as well as contact details to access more specialist information. This member of staff also provides ongoing training for the foster carers and the carers spoken to, said this training had been very useful.

The organisation also employs and offers therapy input through a team of qualified therapists where this is felt to be beneficial to the children and young people. The inspector was able to meet the art therapist who explained how she supports the young people. The social workers and therapists were also able to describe how they work closely with local specialist health care services in order to meet the specialist healthcare needs of the children and young people.

The training records and certificates of four foster carers were inspected and they had all received training on first aid and health promotion. One carer had not received first aid training since 2003 and it is recommended that training is updated as needed.

The service has also worked to carry out an outcomes survey for the children and young people who are supported by the agency. This looked at a number of healthcare related outcomes for the individual children and young people including how many were eating enough fruit and vegetables and taking regular exercise. The results of this survey are very positive but it is recommended that further thought is given to the use of this information to ensure it is beneficial to the carers and the children and young people.

Staying Safe

The intended outcomes for these Standards are:

- Any persons carrying on or managing the service are suitable. (NMS 3)
- The fostering service provides suitable foster carers.(NMS 6)
- The service matches children to carers appropriately.(NMS 8)
- The fostering service protects each child or young person from abuse and neglect.(NMS 9)
- The people who work in or for the fostering service are suitable to work with children and young people.(NMS 15)
- Fostering panels are organised efficiently and effectively.(NMS 30)

The Commission considers Standards 3, 6, 8, 9, 15 and 30 the key standards to be inspected at least once during a 12 month period.

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

3,6,8,9,15 and 30

Quality in this outcome area is excellent. This judgement has been made from evidence gathered during the visit to this service. The safety of children and young people is safeguarded by the agencies recruitment and selection procedures for carers and staff, which ensures that they are cared for by suitable foster carers, who are in turn supported by appropriately trained and experienced staff. Children and young people live in safe foster homes, and benefit from the oversight of an experienced and effective foster panel that monitors the quality of the service that they receive.

EVIDENCE:

NMS 3

Examination of four staff records held in the agency demonstrated that recruitment checks required under Regulations 5 and 7 Schedule 1 to demonstrate the fitness of the staff of the agency are appropriately kept and up to date. All the staff had in their staff file completed application forms giving an employment history, proof of identification, two written references checked by telephone and a CRB disclosure.

NMS 6

The foster carers who were visited as part of this inspection were aware of the inspection process and were welcoming and very helpful to the inspector.

The homes were all comfortable and homely. With the exception of two brothers all the children and young people had their own single bedroom.

The foster carers confirmed that their homes were given a health and safety inspection as part of their assessment, and then inspected on an annual basis by the agency's appointed social worker as part of the review process. The inspector saw written reports of these inspections, which are detailed and comprehensive, and contain recommendations appropriate to the needs of the children to be placed in the home.

NMS 8

The inspector could see that the organisation tried to carefully match the foster carers and the children and young people. All the young people referred to the agency, have an assessment prepared by ISP that provides information needed for the matching process. The centre manager and fostering social workers explained that a multi-disciplinary team who know the carers well look at matching the children and young people with the carers. The decision on matching is complex and considers a wide number of factors including the child's assessed racial, religious and cultural needs, the foster carers experience in supporting the young persons specific complex behavioural or health needs, the other people living in the foster carers home, the location of the carers home etc. The inspector could see when visiting the foster carers and the children and young people that the matching process had been carefully thought through. The foster carers spoken to during the inspection were also clear why they had been matched with the young people in their care.

NMS 9

The agency has a written policy and systems in place to collate and evaluate information on the circumstances, number and outcome of all allegations of neglect or abuse as set out in national minimum standard 9.5. Safe caring guidelines are included in both foster carer training and in the foster carers agreement. All young people placed have an individual safe caring plan. There is a clear written procedure in place to guide foster carers on the appropriate action to take if a child goes missing from the placement, and foster carers spoken to as part of this inspection were aware of what action they were required to take if this was to occur.

The inspector saw the records of all the significant events raised during the last year. The response to these events by the agency has been prompt and in accordance with the agencies procedures. None of the incidents needed to be addressed through the child protection procedures.

Eight of the nine returned children's questionnaires stated that they were not being bullied and all the questionnaires said that the young person knew who to talk to if they had a personal problem.

The foster carers spoken to during the inspection said that they had received adequate information about the young people to enable them to know how to care safely for them and to have information about their individual needs. One foster carer was able to talk about her understanding of the significant harm previously experienced by the young person in her care and the actions that needed to be taken to support the young person to feel safe.

Discussions with staff from the therapy and education team reflected the work they are undertaking with individual children and young people supporting them to learn to cope and to develop their self esteem. One outcome of this was that at the time of the inspection all the young people were either attending mainstream school or college.

NMS 15

The agency has clearly set out policies and procedures for the recruitment and selection of staff. Staff files contain evidence of interview, two references (one from the previous employer), and a medical information form.

All social work staff employed by the agency are well qualified and experienced practitioners. Discussion with social workers over the course of this inspection demonstrated this practical experience and knowledge of professional social work with children and families. In addition the foster carer resource worker has completed an NVQ level 3 in the care of children and young people.

The agency uses independent social workers to complete the foster carer assessments and annual reviews. The assessments and annual reviews were inspected for four foster carers and those documents completed in the last twelve months were of a very comprehensive and high standard. The foster carers spoken to during the inspection also said that they felt the social workers doing the assessment were very thorough and professional. The foster care resource worker who is employed to directly support the foster carers does not have a social work qualification and was previously a foster carer. This post is line managed by the centre manager and supported by the foster social workers.

NMS 30

The inspector read the minutes of two previous panel meetings, looked at the details of the panel members and the operational procedures for the panel. The inspector also spoke to the foster carers about their experience of going to the panel meeting. The inspector also spoke to another CSCI inspector who had been able to attend a panel meeting.

The ISP panels operate under clearly set out policies and procedures with respect to its function, and operation, which includes the minimum number and make up of the panel, and the procedure for decision making when all the members of the panel are not in agreement. The current membership of the panels includes both employees of the agency, and independent members with expertise in education, child health and personal experience of foster caring and being placed with a foster carer.

Examination of records showed appropriate recording of panel discussions and decisions, with a clear record of the exercise of the panel's quality assurance role, with records showing appropriate comment on the quality of assessment, the consultation process with children and the frequency of support worker visits and reviews.

The foster carers spoken to during the inspection all explained how they had attended panel meetings and had found this process very helpful. They said they had felt well prepared for the process and felt that they had been treated in a very courteous manner during the meeting. ISP also has a leaflet that is given to carers prior to a meeting to explain the role and process of the panel. This leaflet was seen to be very clear and easy to understand.

Enjoying and Achieving

The intended outcomes for these Standards are:

- The fostering service values diversity.(NMS 7)
- The fostering service promotes educational achievement.(NMS 13)
- When foster care is provided as a short-term break for a child, the arrangements recognise that the parents remain the main carers for the child.(NMS 31)

The Commission considers Standards 7, 13, and 31 the key standards to be inspected at least once during a 12 month period.

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

7,13 and 31

Quality in this outcome area is excellent. This judgement has been made from evidence gathered during the visit to this service. Children and young people feel that their heritage is promoted and valued, and that their carers and the fostering agency promote their educational achievement.

EVIDENCE:

NMS 7

From discussions with staff working in the agency and foster carers it could be seen that the agency is working to ensure that the children and young people supported by ISP Enfield to have their individual needs met in terms of their gender, religion, ethnic origin, culture and disability. At the time of the inspection the majority of the carers and young people have a white British ethnic origin. The agency is however aware of the need to continue to recruit people from a wide range of backgrounds in order to reflect the local community.

All the foster carers and staff are offered compulsory cultural awareness and diversity training.

The foster carer agreement also outlines the responsibilities of the foster carers to promote the child or young persons ethnic and cultural background.

The inspector was able to see this approach being put into action with one child who had been placed in a family where one carer had the same ethnic origin to help promote the child's ethnic and cultural background.

ISP Enfield aims to promote the children and young people accessing mainstream schools and a wide range of leisure activities by providing them with individual support to help them achieve this goal. The young people who spoke to the inspector were able to talk about how they had achieved personal success such as attending college, or playing in a football team through the support they received from ISP and their foster carers.

NMS 13

At the time of the inspection all of the children and young people despite their individual complex needs were attending mainstream school and college. ISP has an educational team consisting of qualified teachers and a team of skilled key-workers. They can provide an individual educational package for a child or can offer an advisory role. The educational team in partnership with the foster carers work extremely closely with the schools and colleges to help them understand the needs of the young people and support them to manage their complex needs within the school.

The young peoples questionnaires all stated that the young people all recognised that they were being given the support to be successful in their education.

The inspector spoke to foster carers who were able to describe how both themselves and the young person had been supported by ISP to get the best out of the educational opportunities available. For some young people this had involved a package of individual support in the school and for others this had included support to apply to college. The young people can also access the ISP offices as a place to come and study and use the computer.

The foster carers were able to talk about how they attend meetings at the young persons school and the educational team can also attend to discuss particular issues and to help with the development of personal educational plans.

NMS 31

ISP provides a system of respite carers to support long-term carers to have a break. The respite carers also have checks and are approved by a panel. The respite carers are often relatives or friends of the long term foster carers and are known to the children and young people. One young person was able to tell the inspector how he had just enjoyed a two-week stay with his respite carer.

Making a Positive Contribution

The intended outcomes for these Standards are:

- The fostering service promotes contact arrangements for the child or young person. (NMS 10)
- The fostering service promotes consultation.(NMS 11)

The Commission considers Standards 10 and 11 the key standards to be inspected at least once during a 12 month period.

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

10 and 11

Quality in this outcome area is excellent. This judgement has been made from evidence gathered during the visit to this service. Children and young people know that they will be consulted on matters that affect their lives, and benefit from the maintenance of their important relationships through appropriate contact.

EVIDENCE:

NMS 10

Foster carers responsibilities for maintaining children and young people's contact with their families is clearly documented in the foster carer agreement. The four children and young people records that were inspected all clearly recorded the individual contact arrangements for each young person and any measures in place to protect the young person. The foster carers who met the inspector explained that they supported the young people in sometimes-difficult circumstances to maintain regular contact with members of their family. The foster carers said they felt very well supported by the agency in making these arrangements and where needed the agency provided help with transport or escorts. The skills for fostering training offered to potential foster carers helps to provide an introduction to this important role. The foster carers all prepare daily records that are sent to ISP and these provide details of how the young people responded to contact arrangements. The ISP offices can also be used as a meeting place for contact arrangements.

NMS 11

The general impression gained from children and young people spoken to during this inspection and from returned questionnaires was that children and young people felt listened to, and that foster carers actively sought their opinions on matters that they felt were important or affected their everyday lives. All the questionnaires completed by the children and young people said that their carers and social worker listen to them. All of children and young people were aware of somebody they could speak to if they were unhappy. The complaints procedure is included in the children's guide. Children and young people spoken to during this inspection also stated that the agency's supervising social workers regularly make time to talk to them on their own.

In addition to the individual communication with the children and young people, the agency has also provided Young Peoples Forum meetings as a means of enabling the young people to contribute their views on the service they receive. This group has recently helped to review the agencies policy on the use of the internet. The children and young people spoken to during the inspection were able to talk about the activity days they had enjoyed during the school holidays and the fun day that had taken place at the ISP offices. Some said they had enjoyed helping with the preparation of the young persons magazine. The inspector could see that the children and young people felt actively involved in the organisation.

The agency also involves care leavers and children who foster in the skills for fostering training offered to potential new foster carers.

The organisation has also stated its intention in the self-assessment record to have children's and young peoples views further represented at the Board and future ISP open meetings.

Achieving Economic Wellbeing

The intended outcomes for these Standards are:

- The fostering service prepares young people for adulthood.(NMS 14)
- The fostering service pays carers an allowance and agreed expenses as specified.(NMS 29)

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

14 and 29

Quality in this outcome area is excellent. This judgement has been made from evidence gathered during the visit to this service. Young people know that they will be supported to prepare for independent living. Children and young people benefit from the stability created by the timely payment of allowances and agreed expenses to their carers.

EVIDENCE:

NMS 14

At the time of the inspection ISP Enfield had a number of young people receiving care who were reaching an age where plans needed to be put into place for their adult lives. The foster carer agreement clearly states that foster carers have a responsibility for supporting the young person to move towards greater independence. Two of the foster carers who met with the inspector were able to describe how they had been supported by ISP to develop a plan to prepare the young person for more independent living and this included supporting them to develop their domestic skills as well as assisting them to find work and go to college. The two young people who are being supported with this process were also able to tell the inspector about the skills they are developing and one was enjoying a new part-time job.

The organisation has a member of staff who is available to offer individual support on leaving care. She has prepared a file of information for the social workers to access giving advice on a wide range of relevant issues. This file was inspected and provided lots of useful information and contact details. This member of staff also offers training courses to foster carers on supporting the young people to move towards greater independence.

ISP has developed its own format for assessing young people's independent living skills. This does not replace the assessments undertaken by the social service leaving care teams, but provides information to foster carers to allow them to start the necessary work whilst waiting for social service input.

The foster carers spoken to during the inspection said they felt well supported by ISP in the work involved in preparing the young people for adulthood and liaising with social services.

NMS 29

Foster carers allowances and expenses are set out in the foster carers guide, and payments are made directly into foster carers accounts by bank transfer. Foster carers spoken to during this inspection indicated that allowances are paid correctly and at the agreed time.

ISP has established a separate charity, the ISP children's foundation, to which young people who are looked after may apply for funding. This is geared towards those who are transitioning to independence or actually moved on. Requests from young children are also considered, as are applications from children not placed with ISP. The centre manager explained that funding has been used to help young people move into a flat, take driving lessons, to take part in activities such as the Tall Ships and to join a junior gym.

Management

The intended outcomes for these Standards are:

- There is a clear statement of the aims and objectives of the fostering service and the fostering service ensures that they meet those aims and objectives.(NMS 1)
- The fostering service is managed by those with the appropriate skills and experience. (NMS 2)
- The fostering service is monitored and controlled as specified. (NMS 4)
- The fostering service is managed effectively and efficiently.(NMS 5)
- Staff are organised and managed effectively.(NMS 16)
- The fostering service has an adequate number of sufficiently experienced and qualified staff.(NMS 17)
- The fostering service is a fair and competent employer.(NMS 18)
- There is a good quality training programme. (NMS 19)
- All staff are properly accountable and supported.(NMS 20)
- The fostering service has a clear strategy for working with and supporting carers.(NMS 21)
- Foster carers are provided with supervision and support.(NMS 22)
- Foster carers are appropriately trained.(NMS 23)
- Case records for children are comprehensive.(NMS 24)
- The administrative records are maintained as required.(NMS 25)
- The premises used as offices by the fostering service are suitable for the purpose.(NMS 26)
- The fostering service is financially viable. (NMS 27)
- The fostering service has robust financial processes. (NMS 28)
- Local Authority fostering services recognise the contribution made by family and friends as carers.(NMS 32)

The Commission considers Standards 17, 21, 24 and 32 the key standards to be inspected at least once during a 12 month period.

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

1,2,4,5,16,17,18,19,20,21,22,23,24,25,26,27 and 28

Quality in this outcome area is good. This judgement has been made from evidence gathered during the visit to this service. Children and young people benefit from being placed by an agency with a sustained track record of effective leadership and management, which provides foster carers who are well trained and supported by sufficient qualified and experienced social workers.

EVIDENCE:

NMS 1

The inspector read the statement of purpose and the children's guide. The statement of purpose contained all the information as required in the national minimum standards. The inspector did however find the document hard to follow and felt that it could be reviewed to enable the document to be more user friendly and to clearly describe the organisation and how the agency operates within this structure.

The inspector saw two children's guides used by the organisation prepared for children and young people. Both guides provide information about the service being offered to the children. They also explain how the children and young people can complain and makes suggestions on how they can access independent support if required. The self-assessment form prepared by ISP Enfield said that they are planning to review the children's guide in consultation with the children and young people.

NMS 2

ISP is a company limited by guarantee that is recognised as a voluntary organisation and operates as a not for profit organisation. There are three executive and five non-executive members of the Board of Directors. These members have considerable expertise in the fields of fostering, finance, education, therapy, social work, law and management.

ISP Enfield has a centre manager who is the registered manager. She is a qualified social worker, has completed an NVQ level 4 and has experience of working with children and fostering.

Throughout the inspection the centre manager was observed to be performing her management role to a very high standard, both in offering leadership to the staff and effective support to the foster carers.

NMS 4

The inspector looked at the agencies management structure and spoke to staff and foster carers. The agency has a clear management structure with established lines of communication. Regular staff team meetings take place so that operational issues can be discussed.

The inspector spoke to four foster carers. They all stated that they knew all the staff in the office and understood their different roles. They also said that they found it very helpful that all the staff knew the carers and young people and felt that if they needed assistance this was readily available.

NMS 5

The inspector looked at the centre manager's job description that clearly states the duties and responsibilities of the post holder. The centre manager explained to the inspector that when she is on leave another centre manager within a reasonable travel distance covers any urgent work. The centre manager also explained that she liaises with this colleague to ensure they do not take leave at the same time. Both Centre Managers are supervised by the Director of Operations who is based in Kent.

NMS16

ISP Enfield employs a team of staff with clear roles and responsibilities. The three key staff are the fostering social worker who oversees the recruitment of carers, the children's social worker and the foster care resource worker who supports the foster carers. The fostering social worker oversees the work of the independent social workers in preparing foster carer assessments and annual reviews. Two part-time administrative assistants who provide support throughout the week support the team and provide the first point of contact with assistance from the head office for prospective carers. This staffing structure is adequate for the current workload of the agency.

The staff files were inspected and all staff have a comprehensive job description and a signed contract of employment.

The staff were being supervised by the centre manager or other senior staff in the organisation. Supervision records were inspected for three staff and these supervisions were taking place on a regular basis, were fully recorded and clear action points were available. Each member of staff had also completed an annual appraisal. This identified the individual training needs for each person and how they would be met. The inspector could see that appropriate training had then been identified.

NMS 17

At the time of the inspection the foster care resource worker was unwell. The centre manager, the children's social worker and the foster care resource worker from another office were covering this work and this arrangement was felt to be adequate by the foster carers spoken to during the inspection, who felt they had continued to receive the support they needed.

The centre manager was able to show the inspector the document describing the steps that are followed in recruiting foster carers. The agency recognises

that the recruitment of more foster carers is a priority in the coming year and were pleased that nine families were attending the next skills for fostering training. The agency use a number of campaign methods to attract potential carers but find the most successful recruitment happens through existing foster carers. The agency offers a financial payment to foster carers who successfully identify new carers.

New carers are recruited using a clearly written assessment process, which includes all the areas as set out in national minimum standard 17.7. There is a written policy on and a strategy for the assessment of carers using the British Association of Adoption and Fostering Form F. Four assessments or annual reviews were inspected and these had all been completed to a high standard.

NMS 18

ISP offers an out of hours emergency support service. Two of the foster carers spoken to had used this service and had found the support and advice excellent. The foster carers said they felt very reassured knowing that support was available when required.

The inspector read the agencies health and safety policy and found this was comprehensive. This links with the health and safety assessments of foster carers homes, the children and young peoples individual risk assessments and the health and safety training offered to carers.

The inspector looked at the agencies insurance certificate and this was up to date and satisfactory.

NMS 19

The organisation has an excellent ongoing training programme that is open to staff and carers.

Four staff records were inspected and these all included a recently completed individual appraisal and these identified additional training and development needs for the staff and courses had been identified to enable these needs to be met.

The inspector looked at the induction format prepared for staff joining ISP. The most recently recruited member of staff at ISP Enfield had a completed induction available in her staff record.

The inspector looked at the record of the weekly staff team meeting. This meeting discussed legislative changes including the current Green Paper and how this information would be shared with carers and young people.

NMS 20

The inspector looked at four staff records and these all included a clear job description giving details of that persons roles and responsibilities. The staff supervision records were also inspected and these showed that staff were receiving regular individual planned supervision sessions.

NMS 21

The foster carers agreement clearly states that foster carers will receive regular support from ISP.

The evidence from meeting four foster carers, inspecting four case notes and from the foster carer questionnaires are that foster carers are having regular contact with the fostering staff and are feeling well supported. The foster carers also value the monthly foster carers meetings that take place, which allow them to not only meet staff but also have a support network with each other.

The inspector looked at the record of annual reviews for three foster carers. Two had completed the annual reviews and the reports that had gone to the panel meeting were very comprehensive. One foster carer was due to have an annual review but the centre manager explained that she was completing a full assessment again as the original assessment had taken place a number of years ago and was out of date. This assessment was due to go to a panel meeting in December.

NMS 22

The foster carers are supported by the foster care resource worker. This member of staff is an experienced foster carer and has responsibility for making weekly telephone calls to carers and home visits. The work of the foster care resource worker is closely monitored by the centre manager who is available to assist with supervision and support of foster carers as required.

The inspector looked at four foster carer records. These showed when they had a home visit from a member of staff. It is not possible to tell clearly if the purpose of the visit is to monitor a young person or supervise the foster carer. ISP is proposing to introduce a supervision record for foster carers. The inspector looked at the draft supervision record format and felt this was very helpful and should be introduced as soon as possible. It is also recommended that if the supervision is undertaken by the foster care resource worker then the record is read and countersigned by the centre manager to ensure any issues that need professional input are addressed.

From speaking to foster carers and from reading the completed questionnaires it is possible to see that the carers feel well supported by the agency and this includes out of hours support, prompt payment of allowances and access to respite care arrangements.

Any complaints are recorded as a significant event. There has been one complaint since the agency started to operate. The inspector looked at the record to see how this had been addressed and was satisfied with the process and outcome.

NMS 23

The agency provides a comprehensive programme of training for foster carers. The pre-approval and induction training provided by the agency ensures that there are opportunities for new carers to benefit from the experience and knowledge of existing foster carers. Examination of foster carers records showed that annual reviews include an appraisal of foster carers training needs and that an accurate record is kept of the training they have received. Training is offered at a number of venues and at different times to enable the attendance of as many foster carers as possible. The inspector spoke to four foster carers during the inspection and they all stated that they were very satisfied with the training they have been offered.

The organisation prepares an annual training programme that is made available for all foster carers. The training is arranged into levels so that foster carers know what training they have to undertake in initially and can then work through the advanced training. The training offered is as follows:

Core training: probationary grade

- Child protection
- Equality and diversity
- Safe Care
- Management of challenging behaviour and the use of physical intervention
- Child development
- An introduction to therapeutic child care
- Education of looked after children

If there are two foster carers in a family then it is mandatory for both carers to attend most of this training.

Core training: main grade

- Working with children who have been sexually abused

- Looking after yourself
- Speech, language and communication
- Syndromes – ADHD, Autism and Dyspraxia
- Independence skills
- Trauma
- Working with challenging behaviour
- Physical intervention refresher course

Core training: senior grade

- Family therapy
- Court skills
- Appropriate adult
- Meeting the needs of black children
- Group dynamics
- Attachment disorders
- Therapeutic childcare

Additional training is also provided in drugs and alcohol, first aid, health and safety, recording and reviews and sex and relationships. Once a carer has progressed to a senior level they have the opportunity to complete an NVQ level 3. At the time of the inspection two carers had just completed this qualification.

The agency also aims to meet the needs of the sons or daughters of foster carers. This is done by involving them in activities linked to the agency and giving them an opportunity to raise issues. The inspector spoke to one daughter of a foster carer and she said she had enjoyed a day participating in an activity arranged by the agency.

NMS 24

The agency has a written policy on the keeping of records. The case records were inspected for four children and young people and they were comprehensive and included a details on the children and young persons life events. The young persons case records each follow the same format to ensure all the documentation is complete and can be readily located.

The four foster carers spoken to and the returned questionnaires from foster carers all said that they felt they had been provided with adequate information about the child prior to their placement.

Three foster carers told the inspector about children and young people who were being supported to develop life events records either with support from the foster carer or other professionals within ISP.

The registered manager told the inspector that case records are regularly audited to ensure all the documentation is in place. The inspector saw the completed audit record.

NMS 25

During the inspection the inspector looked at the records for staff, carers, children and incidents. These were all separately recorded and confidential records were kept securely in locked cupboards. There is a clear staff policy on the keeping and retention of records. Where records are handwritten the inspector found them to be legible. The foster carers complete a daily diary and the agency is supporting the carers to type this record and send it to the agency on line.

NMS 26

The inspector did a tour of the offices used by the agency and found the accommodation to be of a very high standard. The offices are secured by an entry phone system. There is ample space for all the activities that take place in the office and the decoration is of a high standard. The young people have contributed to the decoration of the office by preparing pictures. The office has adequate IT systems for the work it undertakes.

NMS 27

As part of the registration process ISP Enfield had to provide CSCI with a copy of the annual audited accounts. These demonstrated that the organisation and agency are financially viable.

NMS 28

The inspector could see from discussions with the centre manager and looking at financial schedules that the agency has clear financial procedures to ensure that all the necessary financial systems operate appropriately.

NMS 32

At the time of the inspection ISP Enfield did not have any kinship carers and so this standard was not inspected.

SCORING OF OUTCOMES

This page summarises the assessment of the extent to which the National Minimum Standards for Fostering Services have been met and uses the following scale.

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

"X" in the standard met box denotes standard not assessed on this occasion
 "N/A" in the standard met box denotes standard not applicable

BEING HEALTHY	
<i>Standard No</i>	<i>Score</i>
12	3

STAYING SAFE	
<i>Standard No</i>	<i>Score</i>
3	4
6	4
8	4
9	4
15	4
30	4

ENJOYING AND ACHIEVING	
<i>Standard No</i>	<i>Score</i>
7	4
13	4
31	4

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
10	4
11	4

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

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

Are there any outstanding requirements from the last inspection? N/A

STATUTORY REQUIREMENTS

This section sets out the actions, which must be taken so that the registered person/s meets the Care Standards Act 2000, Fostering Services Regulations 2002 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

No.	Standard	Regulation	Requirement	Timescale for action
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RECOMMENDATIONS

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

No.	Refer to Standard	Good Practice Recommendations
1.	FS1	The registered person should review the statement of purpose to make it more user friendly and to clearly describe the ISP organisation and how the Enfield agency operates within the organisational structure.
2.	FS12	The registered person should ensure that foster carers are reminded to update their first aid training when the previous qualification has expired.
3.	FS12	The registered person should use the results from the outcomes survey on the children’s and young people health to ensure any shortfalls are positively addressed.
4.	FS17	The registered person should continue to actively recruit foster carers for the Enfield agency.
5.	FS22	The registered person should implement the foster carers supervision record as soon as possible. If the supervision is undertaken by the foster care resource worker then the completed record should be countersigned by the centre manager to ensure all the issues are appropriately addressed.

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