



*Making Social Care
Better for People*

inspection report

FOSTERING SERVICE

Safehouses Ltd

**Pippa`s End
Wood Farm, Burlings Lane
Knockholt
Sevenoaks
Kent
TN14 7PF**

Lead Inspector
Sophie Wood

Announced Inspection
25th September 2006 10:00

The Commission for Social Care Inspection aims to:

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

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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	Safehouses Ltd
Address	Pippa`s End Wood Farm, Burlings Lane Knockholt Sevenoaks Kent TN14 7PF
Telephone number	01959 534000
Fax number	01959 532400
Email address	
Provider Web address	
Name of registered provider(s)/company (if applicable)	Safehouses Ltd
Name of registered manager (if applicable)	Ms Catherine Dianne Moore Mr Michael James Kearns
Type of registration	Fostering Agencies

SERVICE INFORMATION

Conditions of registration:

None

Date of last inspection 27th February 2006

Brief Description of the Service:

Initially established in 1997, 'Safehouses' is an independent not - for - profit fostering agency, which was set up to provide 'a safe and caring environment with foster carers who will enable children and young people to develop their potential'.

The types of placements offered include task centred, long term, parent / child, respite, sibling groups, asylum seekers and individuals with special needs.

Throughout the last year the two directors of the original company agreed to separate and in essence 'dissolve' the previous organisation, which incorporated Kent and Oldham offices. The current Safehouses agency has subsequently retained its registered head office in Knockholt, Kent and is continuing to expand its Essex sub - office, which with continued growth, will soon require its own separate registration within the organisation.

Carer families, of which there are currently 29, reside within the Kent and Essex and Greater London areas and at present 39 children & young people are placed.

As a relatively 'small' agency, with no plans to grow significantly larger, Safehouses delivers its own unique style, which effectively balances professionalism with the intimacy of offering a very personalised service to foster carers and those placed with them. A cohesive team of qualified staff promotes and provides optimum services and outcomes for children and young people.

Weekly fees, charged to placing authorities range from £628.03 to £1431.20 and the differences reflect the wide range of differing needs of each particular placement, for example, discounts for a sibling group and the additional needs of a mother & baby placement.

SUMMARY

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

This inspection commenced on 25th September 2006 and was conducted over 5 days by lead inspector, Sophie Wood. All of the key standards, and some additional ones were inspected.

Time was spent interviewing both of the agency's registered managers, the responsible individual and the co – director.

Four fostering households were randomly selected; these carers and those placed with them, were 'case – tracked' and visited in their own homes.

Policies, procedures and other relevant documentation was scrutinised and a training session was observed.

Panel meeting minutes were read.

Those supervising social workers providing support to the four fostering households were interviewed.

Additional inspection material was gained through the receipt of the returned pre – inspection documentation, and questionnaires, received from children & young people, foster carers and placing authorities.

From the previous inspection, no requirements and 5 recommendations were made. Evidence was found from this visit to demonstrate that every recommendation had been implemented.

In addition, the agency has further developed other areas of its practice, which were met last time and these particular standards now warrant 'commendable' scores.

This is an agency that continues to strive to provide optimum services for children & young people and works openly and transparently with the Commission.

What the service does well:

Foster carers and agency staff are subject to a rigorous recruitment process, which safeguards the welfare and protection of children.

Clear and specific 'matching' processes ensure that children & young people are only placed with carers who can meet their needs.

Foster carers receive ongoing support, supervision and training, which enhances and develops their existing skills to effectively look after children & young people to the best of their abilities.

A team of qualified, competent staff carry manageable caseloads and have access to ongoing training and development, which enables them to support and supervise foster carers effectively.

Policies and procedures are continually being reviewed and updated and excellent monitoring and quality assurance systems are in place.

What has improved since the last inspection?

The pro – forma, used for interviewing prospective staff members has been updated and improved.

Greater evidence is now being held within the health sections of care files.

Much work has been completed to review and refine the literature and guidance for young people who are approaching adulthood.

Written guidance in respect of the role and function of the panel has been updated.

Unannounced visits to fostering households have increased and are explicitly documented.

Specific training for foster carers and staff is being implemented with regards 'the five outcomes framework'.

Six key policies have been amended and updated and five new ones have been written and implemented.

What they could do better:

Improvements to education monitoring would further identify the needs and attainments of those in placement.

Additional information and guidance with regards the management of children's finances would benefit foster carers and it is recommended this area be more frequently reviewed during supervision visits.

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

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

DETAILS OF INSPECTOR FINDINGS

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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.

The overall outcome in this area is excellent. This judgement has been made from evidence gathered during the inspection, which included a site visit.

Children & young people benefit from having their health needs readily identified and provided for.

Foster carers receive the support and guidance they need to ensure those in their care enjoy good health.

EVIDENCE:

All of the care files of those children & young people being 'case – tracked' were scrutinised and each one held a detailed separate health section. All children & young people are now issued with 'Safehouses' own bound health record, which details all key appointments, immunisations, accidents, illnesses, allergies, etc. Foster carers provide the necessary support to maintain this document, which is the property of the child / young person and is taken with them when they leave the care of the agency.

Examples of ongoing health input and monitoring found within files included, counselling / therapy, asthma management and routine health care appointments.

Where there were no immediate health plans offered by placing authorities, the agency had in place within the child's case file a placement action plan, which is worked to until the required documentation is received.

A study of training records showed that health promotion topics are continuing to be covered for foster carers and records of supervision visits showed evidence that this subject is routinely discussed and monitored.

One foster carer advocated very strongly on behalf of the child in placement, who is currently awaiting counselling therapy. Through discussions with her and by reading case files and review notes, it was evident that she has shared her concerns with the placing authority very clearly, in an effort to ensure all factors are explicitly explored, before such input commences. This was an excellent example of a foster carer advocating for a fostered child as she would for her birth children, and the professional, yet clear approach taken by her, was being fully endorsed and supported by the agency.

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, 30.

The overall outcome in this area is excellent. This judgement has been made from evidence gathered during the inspection, which included a site visit.

The agency is managed by a qualified, competent team and children & young people are protected by robust recruitment and monitoring processes. An effective Panel works cohesively and possesses the skills and experience needed to ensure it functions effectively.

EVIDENCE:

The responsible individual and registered managers possess a wealth of previous relevant experience and the qualifications commensurate with their roles. Supervising social workers are suitably qualified and experienced to carry out their roles and all agency staff have been subject to Enhanced CRB checks, which are renewed every three years.

The Form F Assessments pertaining to four sets of carers were inspected. The contents were thorough and detailed and those carers interviewed confirmed that a thorough process had been followed. Four carers' homes were visited; each was suitably furnished and decorated, with no obvious health & safety hazards noted. Children & young people in placement do not routinely share bedrooms unless they are siblings and this factor has been agreed in writing by

all of those parties involved. Written documentation supported that homes are inspected as part of the initial assessment process and thereafter each year as part of the carer's annual review. Foster carers receive clear written guidance pertaining to the agency's health & safety policy and procedure and are continually encouraged to think about such aspects with regards their own 'safe care' policy.

Whereby carers provide transport for children in their care, their files held clear details to support that insurance and MOT documentation had been checked and copied.

The pro – forma used to prepare for carer annual reviews is currently being reviewed and further updated and one specific area being targeted is to explicitly record the views of the birth children of fostering households. It was also very positive to find good sources of evidence that demonstrated any issues or concerns raised through the annual review process were being 'followed up' and recorded through subsequent supervision visits.

Children's files contained clear and explicit matching evidence, whereby consideration is given to geographical area, school location, ability to maintain contact, specific needs of the child against the skills / deficits of the carers, race, religion, culture and ethnicity. Such information is recorded by whoever takes the initial referral and the foster carer and their supervising social worker are consulted before a potential placement is discussed with the referring agent. Written evidence was seen to support that wherever possible, planned introductory visits are made; this practice was verified by the foster carers spoken to. It was also evident through the documentation seen that many initial referrals do not proceed if the agency feels that it does not at that time, have the 'right' carers for the child / young person even though it does have foster carers with vacancies. Good matching processes are further demonstrated through the finding that many placements have gone on to become 'long – term'.

Panel documentation pertaining to panel meetings, membership and guidance as to its role and function was scrutinised. This has again been updated. Written C.V.'s are in place for all panel members and these showed clear evidence to demonstrate that members have a wide range of the experience and expertise. The panel has access to medical expertise as required and has recently recruited a new member who was previously 'looked after'. The previous advisory recommendation made for the agency to consider the role of the registered manager on the panel, has been implemented; she is now a panel advisor, without a casting vote. It was also very positive to see the chair of the panel attending the training course observed as part of this visit.

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.

The overall outcome in this area is good. This judgement has been made from evidence gathered during the inspection, which included a site visit.

Diversity among foster carers and children / young people is valued and promoted.

Children & young people receive good levels of support to achieve their academic potential.

EVIDENCE:

The agency makes every effort to recruit carers from a diverse range of backgrounds and this includes different religions, ethnic / religious backgrounds and single carers.

The majority of fostering households with the agency are white / English, however; this is reflected by the majority of children & young people placed. When referrals are received, consideration as to the child's own background is clearly taken into account; evidence of this was seen within matching documentation.

Whereby children & young people have been placed with carers whose ethnicity does not match their own, this has been clearly communicated and agreed with the placing authority, with such foster carers only put forward because they have a proven background in providing good placements for asylum – seeking youngsters.

The agency implements a clear and robust equal opportunities policy and continually seeks to recruit foster carers with the skills needed to look after children & young people with additional presenting needs, such as learning disabilities, medical conditions, etc and where this is the case, every effort is made to provide foster carers with the support and training they need to be effective.

Historically, the agency has worked collaboratively with the National Teaching and Advisory Service (NT & AS) to address the learning and educational needs of children / young people placed with its foster carers. This aspect of service provision was always included within the package of care offered to placing authorities and it was disappointing to find at the previous inspection, that the additional cost of this excellent provision had, on a number of occasions, been cited as a reason for not placing with the agency. For this reason, the agency has reviewed its costs and care packages in order for it to offer placements with and without this factor.

Written records showed that carers attend educational review meetings and the foster carer agreement makes clear reference to foster carers' responsibilities in terms of promoting the educational attainment of those in their care.

The monitoring pro – forma, used by the manager clearly features the measuring of attainment, instances of bullying and exclusions; currently all but 2 children with the agency are attending full – time school and foster carers gave very good examples as to how they have advocated to obtain the most appropriate placements for those in their care.

The responsible individual is particularly concerned with improving upon the current monitoring systems for this particular standard. She is very concerned that she does not want to simply measure attainment and exam results, as she believes there are many more aspects that need to be considered for looked after children, for example, those with a history of non – attendance who are now regularly going and those who are making appropriate friendships who may not have done so before. This is an area the team is currently exploring and is demonstrative of a forward – thinking agency that constantly looks for innovative ways to measure outcomes for children & young people.

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, 11.

The overall outcome in this area is excellent. This judgement has been made from evidence gathered during the inspection, which included a site visit.

Positive contact with significant individuals is actively promoted and encouraged, in the best interests of those being looked after.

Carers and children / young people, including the birth children of carers, feel valued and they positively benefit from excellent consultation processes.

EVIDENCE:

Care files continue to contain clear and specific details pertaining to contact arrangements and foster carers spoke very clearly about their responsibility and commitment to promote contact with birth families.

Foster carers support contact in a variety of ways, including telephone calls, letter – writing and providing transport for visits. Where appropriate, foster carers may also facilitate visits, if all parties agree this is the best method.

They spoke most positively about the support received from the agency in terms of practical assistance, such as transport and the provision / arrangement of contact supervision where needed. The Essex office lends itself to provide accommodation for contact visits and a number of families use this facility.

One specific example of a contact arrangement was questioned, as the detail of this raised some concerns regarding supervision and the key reasons for this arrangement. The foster carers and the agency have already raised these

concerns and this particular example will be further explored with the placing authority.

An overwhelmingly positive response was received from foster carer questionnaires, when asked about consultation processes. The views and opinions of foster carers are routinely sought through the annual review process, support groups, training sessions and supervision visits. (As previously stated, the annual review format is being revised to include the specific questioning of birth children, to ensure their views are expressed and recorded).

Those foster carers interviewed said they felt confident to approach any member of the team, including the directors, with any idea, issue or concern they may have and one 'birth child' stated, "I am made to feel as important as my parents are. The agency cares about all of us".

Foster carers and children / young people also confirmed that supervision visits are routinely conducted when the children / young people are at home, in order for the supervising social worker to speak with them directly and in private, and several young people who have now reached adulthood, has assisted the agency with the design and content of its 'leaving care' package. At the end of every placement, the placing authority is asked to provide feedback about the service it has received, including any recommendations it may wish to make, to further improve practice.

Achieving Economic Wellbeing

The intended outcomes for these Standards are:

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

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

14, 29.

The overall outcome in this area is excellent. This judgement has been made from evidence gathered during the inspection, which included a site visit.

The excellent support offered to teenagers preparing to leave the care system is a particular strength of the agency.

Foster carers benefit from receiving their agreed allowances correctly and on time.

EVIDENCE:

The evidence found from the previous inspection commended the agency's 'leaving care' support, yet work has still continued to improve it further. A revised and updated training package has been produced, which is aimed at guiding teenagers throughout this transition; they can complete this on their own, or with support from their foster carers and agency staff.

A full – time fostering support worker is employed by the agency and she was interviewed. Her role is primarily to provide support to teenagers within the service who are preparing to leave care and move onto semi or independent living. A review of her caseload showed that, whilst she does spend much of her time working with youngsters within the agency, she also continues to maintain appropriate links with individuals who left the service some time ago. This work is funded by Safehouses and a number of previous service users continue to regularly return and maintain contact. The agency has also provided ongoing financial assistance for youngsters within this transition, to enable them to secure a University placement. This aspect of service provision is outstanding and fully underpins the agency's ethos of providing a safe base for individuals to return to, even when they are well into adulthood.

Once again, no negative comments were received from foster carers with regards the payments they receive from the agency. These are clearly described within written literature and foster carers are advised of annual increases, expenses rates and the financial responsibilities they have themselves, in terms of insurance cover and purchasing clothes / equipment for those in their care. Foster carers can choose their own preferred payment method, such as BACS or written cheque.

An advisory recommendation made under this standard is for the agency to provide additional information and guidance for foster carers with regards the particular types of allowances which may be payable, for example, mobility allowance, and children's savings. This area should be more frequently monitored during supervision visits.

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, 28.

The overall outcome in this area is excellent. This judgement has been made from evidence gathered during the inspection, which included a site visit.

All stakeholders benefit from having clear, sound literature and policies in place.

The agency is staffed by a qualified and experienced team, which provides foster carers with the supervision and support they need. Excellent monitoring systems serve to protect children and young people and sound financial processes and business planning ensures continued viability.

EVIDENCE:

Written literature, in terms of the statement of purpose and children's guides continues to be informative, clear and regularly updated. In particular, much thought has clearly been given in producing the different guides, aimed at younger and older children. The language, style and contents continue to be of an excellent standard.

The staff team possesses the skills, expertise and qualifications commensurate with its roles and functions. Those interviewed demonstrated a sound understanding of their own roles and responsibilities, which are clearly described within contracts and job descriptions. Ongoing training opportunities ensure that all staff members continue to be provided with relevant ongoing training opportunities; this including access to additional relevant guidance, such as legislative and good practice updates. All staff had been subject to a rigorous recruitment process, which included thorough vetting procedures, such as Enhanced CRB Disclosures and the telephone verification of written references.

The monitoring systems in place are sound and robust; the registered manager continues to forward regular reports to the Commission and the contents are clearly in line with the requirements of the fostering regulations. The findings of these reports are shared with the team, in order that any deficits are quickly recognised, with appropriate steps taken to rectify these and improve upon current practice.

A review of caseload allocation was undertaken. Supervising social workers have manageable workloads, which means they are able to undertake fortnightly support / supervision visits to foster carers and have sufficient time to attend LAC reviews and maintain case files to a very good standard. Both registered managers have the time allocated to effectively monitor performance and provide good levels of professional supervision to those they are responsible for.

The training programme reflects the learning needs of both foster carers and staff members, with relevant courses being attended jointly. Recent focus has been placed upon the five outcomes framework, however; foster carers confirmed they are still able to request very specific training, which reflects the needs of the particular children / young people they have in placement. All training courses are advertised well in advanced and attempts are made to

provide different times and venues, in an effort to suit all needs. All courses are evaluated.

Case files for children and foster carers were scrutinised. Again, these were in excellent order, with clear evidence of ongoing monitoring of the contents in place. All such records were securely held; with only key personnel having access, and a revised case recording policy is currently being distributed.

The premises were toured and both the Kent and Essex offices continue to be 'fit for purpose'. Staff are furnished with the environment, space and resources needed to effectively perform their tasks.

The agency has recently undergone significant change, in terms of separating from its Oldham office. This has necessitated a change to the responsible individual and director composite of the agency. In turn, this has had an impact upon the business plan and 'finances' in general, however; careful planning and research has meant continued financial viability, with accounts still being subject to robust auditing by an external independent accountant.

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	4

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

ENJOYING AND ACHIEVING	
<i>Standard No</i>	<i>Score</i>
7	3
13	4
31	N/A

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	3

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

NO

Are there any outstanding requirements from the last inspection?

STATUTORY REQUIREMENTS

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

No.	Standard	Regulation	Requirement	Timescale for action

RECOMMENDATIONS

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

No.	Refer to Standard	Good Practice Recommendations
1.	FS13	It is recommended that the agency seek to monitor in greater depth, the educational attainment, achievement and needs of those in its care.
2.	FS29	It is recommended that the agency provide more explicit guidance with regards the types and use of allowances payable for fostered children and that this area be more regularly monitored through supervision visits.

Commission for Social Care Inspection

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