

Appendix 1



Fostering Service

Statement of Purpose

2012-2013

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INTRODUCTION AND LEGAL CONTEXT

Brent Council Fostering Service's Statement of Purpose is prepared in accordance with the requirements of the Care Standards Act 2000 (CSA) for the conduct of Fostering Services. The National Minimum Standards for Fostering Services and Fostering Services Regulations govern the work of fostering services throughout England and are used in inspecting and registering fostering agencies.

Standard 16 of the National Minimum Standards for Fostering Services and Regulation 3 (1) of the Fostering Services (England) Regulations 2011 require a fostering service to produce a statement which contains a range of detailed information as set out in Standard 16. It is intended as a useful source of information for Foster Carers, Fostering Social Workers, Childcare Social Workers and young people. The aims and objectives of the Statement of Purpose should be child focused and show how the service will meet outcomes for children.

THE PRINCIPLE AIMS AND OBJECTIVES OF THE FOSTERING SERVICE

- Brent is committed to safeguard and promote the welfare of each child as paramount. The Foster Service is committed to provide a range of safe and secure foster placements to help children to develop and enjoy stable relationships with significant adults who can best meet their needs including their religious, ethnic and cultural needs
- The Foster Service is committed to providing a range of safe and secure foster placements to meet the assessed needs of children in care and promote and safeguard their welfare. The Service aims to provide placements that promote stability and positive outcomes for children and young people by working in partnership with young people, carers, birth families, other professionals and the community

In carrying out its responsibilities, the Service aims to:

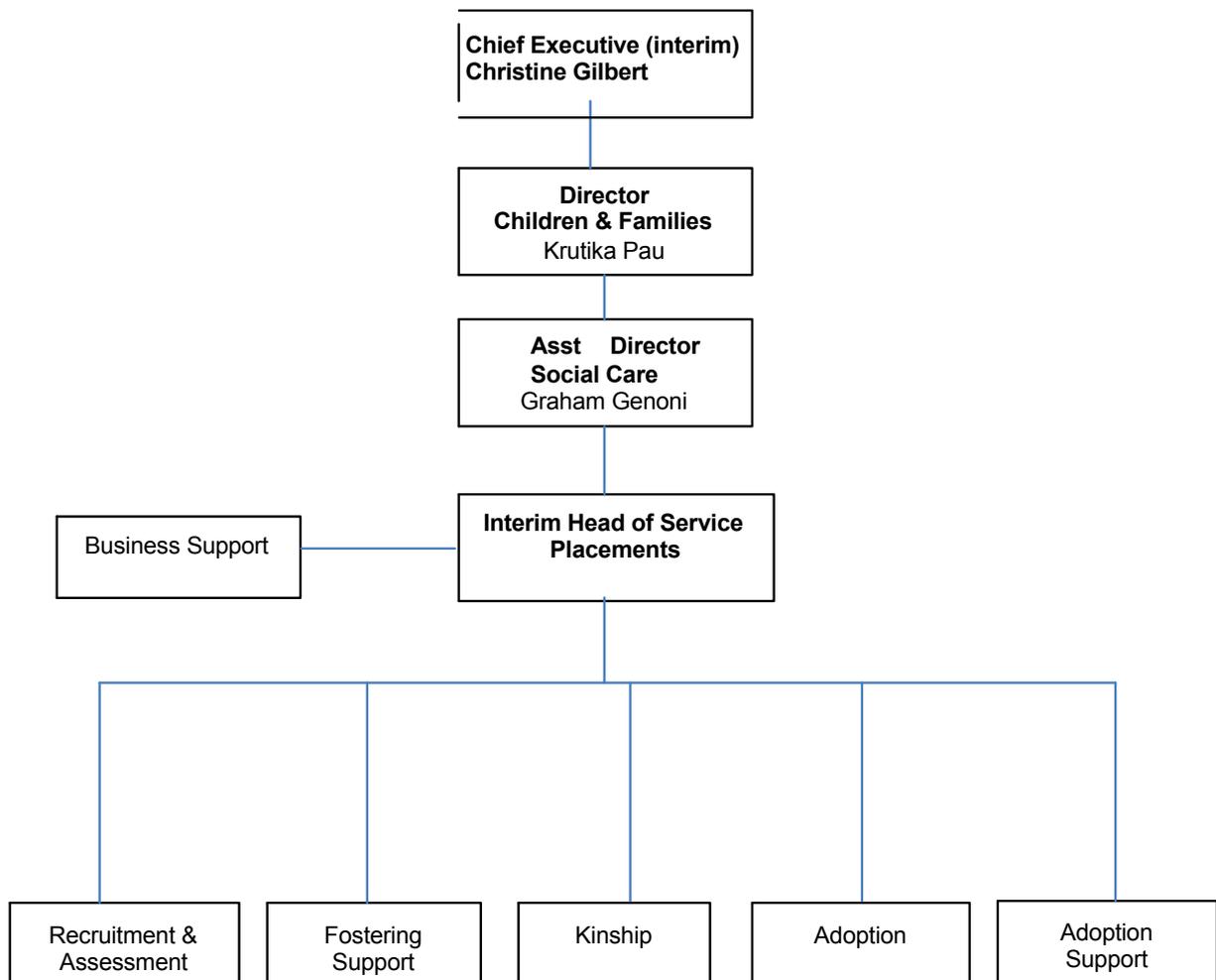
- To ensure the views of children, parents and carers are sought and taken into account, having regard for their age and understanding, in the continuous development and improvement of the service
- To take the wishes and views of children and young people seriously and to enable them to be part of any decision making process that affects them
- To recognise the importance of and support appropriate levels of contact with family and community as is consistent with their welfare and care plan
- To recognise and value the diverse nature of the community it serves and proactively engage with the local community to identify potential carers
- To ensure there is a sufficient range of safe and appropriate placements available for the Looked After Children in Brent
- To actively monitor and supervise all placements to ensure children are safe, their needs are met and they are making progress to achieve positive outcomes
- To contribute to and ensure effective multi-disciplinary and partnership working to meet the health, educational and social needs of children within placements
- The service operates within the framework of equality of opportunity and anti-discriminatory practice. Children will not be discriminated against on the grounds of race, culture, religion, language, age, gender, sexuality, disability or social class in terms of service provision. Wherever possible children are matched within their own cultural, racial, linguistic and

religious communities, and where this is not possible, plans must be put in place to keep the child's culture alive for them

- Children with disabilities are to be placed in an environment that recognises and caters for their disability, and at the same time promotes their social inclusion
- To ensure staff and carers are well trained and competent in delivering a quality Fostering Service, including opportunities for continued learning and professional development. To ensure all staff and carers have completed safeguarding checks and have a valid CRB
- To provide all staff and carers support and supervision with clear lines of accountability and management
- To provide each Foster Carer a named allocated Supervising Social Worker
- To work in collaboration with and provide advice on Fostering issues to other colleagues in Brent Children and Families Directorate
- To operate clear administrative records and financial management systems pertinent to the running of the service, including the maintenance of comprehensive and up-to-date records on all children placed
- To ensure all complaints and allegations against carers/staff are investigated under departmental procedures in a timely fashion and lessons learned filter to improvements in future practice
- The Fostering Service operates a Fostering Panel that provides a quality assurance role with regards to the recruitment and review of Foster Carers and Foster placements.
- The panel will ensure the welfare and safety of children is paramount in all decision making.

THE ORGANISATIONAL STRUCTURE OF THE FOSTERING SERVICE

The Fostering Service is part of Brent's Children and Families Department within the Social Care Division. The structure of the service and how it relates to the organisation is shown below.



All of the managers of the Fostering Service teams are qualified Social Workers with a minimum of 2 years post qualifying experience. All the managers are enrolled to commence a management course later in 2012 to obtain an appropriate management qualification. All Assessing and Supervising Social Workers are qualified Social Workers and have a minimum of two years post qualifying experience or are supervised by colleagues who have such experience.

The Registered Provider of the Fostering Service is the London Borough of Brent. The Registered Manager of the Fostering Service is the Head of Service - Placements. There are two Agency Decision Makers - the Assistant Director, Children's Social Care and the Head of Service - Localities and Children with Disabilities.

OUR SERVICE TO CHILDREN

The primary purpose of the Fostering Service is to provide safe, secure and caring foster families for children who are unable to live with their parents. Whenever possible and where it is safe to do so, children will be placed with someone in their extended family or close family friend. These arrangements are recognised in legislation as 'Family and Friend' placements. Where this is not possible, placements will be found with one of our approved Foster Carers or a suitable Foster Carer approved by an independent fostering agency. We aim to clearly identify the particular emotional, physical, cultural and religious needs of a child and find a foster family who can best meet those needs.

Except in emergencies, we plan introduction meetings between the child and the Foster Carers in an effort to lessen the anxiety for the child of moving to a new family. Where a child is placed in an emergency the Child's Social Worker or the Foster Carer's Supervising Social Worker will give the child as much information about the Foster Carers and their household as possible.

Children will be seen in placement by both their own Social Worker and the Foster Carer's Supervising Social Worker. Children will be encouraged to express their wishes and views about their foster placement and they will be invited to contribute in writing to their Foster Carer's Annual Review.

PLACEMENT OF CHILDREN

The Brent Commissioning and Resource Team, identify Foster Carers who have vacancies and work with the Fostering Support Team to assess if this is a potentially appropriate placement for the child. If they agree, the match is proposed to the Foster Carer/s and the Child's Social Worker who will further consider the match, involving the child as appropriate, and make arrangements for placement if agreed.

CHILDREN'S GUIDE

The Fostering Service Children's Guides are for children aged 5 to 10 years and children over 11 years. There are also children's guides for children placed with Family and Friends Carers. All children within those age ranges placed with Foster Carers are provided with a copy of the Children's Guide. The Children's Guide is available in different formats as required.

The Children's Guide provides information about what it means to be fostered, what Social Workers do and what children can do if they are not happy in their foster home or if they have any worries or concerns.

HOW BRENT FOSTERING SERVICE OPERATES

The Fostering Recruitment and Assessment Team

The Recruitment and Assessment Team is the team responsible for recruiting foster carers for the London Borough of Brent Placements Service.

Brent has a widely diverse community and recruitment activity and assessment processes respond positively to the diversity and differences in child raising practices, family values and attitudes in order to recruit from a wide pool of carers across the different spectrums of racial, cultural, religious and social classes living in Brent. The Team has a rolling programme of recruitment activity including on-going publicity, special marketing campaigns; and special events during national fostering week as well as word of mouth from other approved Foster Carers.

All applicants are assessed, trained and prepared to care for children who become looked after in Brent. Foster Carers are approved to care for children short term or long term; or as a family link or as a specialist Foster Carer.

The team operates a duty system, from Monday to Friday, 9am to 5pm, to ensure that any potential applicant is able to have an immediate response to their enquiry and to answer any general queries they may have. The team has a dedicated Recruitment Coordinator, who is the first point of contact and takes all referrals and process enquiries from members of the public interested in becoming a Brent Foster Carer.

The Team is also responsible for identifying permanent Foster placements for children as requested. The Recruitment and Assessment Team works collaboratively with other social work teams within the department and professionals involved in a child's network.

Structure of the team

- 1 Business Support Administrator
- 1 Recruitment Coordinator
- 1 Marketing Officer
- 4 Social Workers
- 1 Senior Social Worker
- 1 Handy Man
- 1 Team Manager

Fostering Support Team

The main remit of Fostering Support Team is to supervise, review, train, support and supervise all placements made with Brent Foster Carers which include short term, long term, enhanced care, targeted care and 'Family Link' short breaks placements for children with disabilities.

The team works closely with the Brent Commissioning and Resource, Children Looked After (Care Planning) and Locality Teams in identifying appropriate placements for Brent's looked after children. The team also works and consults with the Child and Adolescent Mental Health Service for on-going support and issues in respect of placements. All Foster Carers are allocated to a Supervising Social Worker.

Structure of the Team

- 1.5 Business Support Administrators
- 7 Social Workers
- 2 Senior Social Workers
- 1 Team Manager

The Kinship Team

The Kinship Team is responsible for assessing, supervising and supporting all Kinship Foster Carers and placements. Kinship assessments are made in accordance with Regulation 24 of the Care Planning Regulations 2010.

The Kinship Team is responsible for all Special Guardianship assessments whether they are directed as part of public care proceedings or private applications. Special Guardianship assessments need to be completed within three months of formal notification that an assessment is required.

The Kinship Team use the 'Family Rights Group' assessment report template and guidance for Kinship Fostering assessments and some Special Guardianship assessments, particularly where children are already placed under a fostering arrangement.

In the same way that short term and long term Foster Carers are supported, all Kinship Foster Carers are allocated a Supervising Social Worker - who monitors the placement, and offer carers support, advice and guidance.

Kinship Foster Carers are encouraged to attend the training courses available for all Brent Foster Carers. Kinship Carers (including Special Guardians and Residence Order carers) are encouraged to utilise the specific Kinship training offered by the North West London Consortium. There is also an established Kinship Support Group in Brent which is open to all Kinship Foster Carers, Special Guardians and Residence Order carers.

Structure of the Team

- 1 Business Support Administrator
- 1 Family Support Worker
- 7 Social Workers
- 1 Senior Social Worker
- 1 Team Manager

Private Fostering

The Kinship Team takes a lead role in ensuring that Brent is able to fulfil its statutory duty in relation to Private Fostering arrangements, under the Children (Private Arrangements for Fostering) Regulations 2005. Private Fostering assessments and visits are completed by the Kinship Social Worker responsible for Private Fostering, in accordance with the requirements as outlined in the Private Fostering procedures.

SUPPORTING SERVICES

The Foster Service operates a duty system during office hours Monday to Friday 9am to 5pm. The Brent Emergency Duty Team provides advice and support to looked after children and Foster Carers where there is a situation that requires an immediate response out of normal office hours. The Emergency Duty Team also deals with emergency admissions of children to care.

The work of the Fostering Service is well supported by a wide range internal services such as Brent Legal Services and Finance Department and external services such the Child and Adolescent Mental Health Service (CAMHS), the Looked After Children Nurse and the dedicated Education Team for children looked after. Dedicated CAMHS professionals are colocated within the Placement Service to provide timely support to Foster Carers and children when required.

THE FOSTERING PANEL

The Fostering Service has a Fostering Panel constituted in accordance with Regulation 23 of the Fostering Services (England) Regulations 2011. There is a written Policy and Procedure relating to the operation of the Panel. The service maintains a 'central list' of Panel members. The Panel chair is an independent person with professional experience of fostering and there are two vice-chairs. Other panel members on the central list include a Social Worker, with more than three years relevant post-qualifying experience, a Brent Councillor, independent members and the agency medical adviser. The Panel meets on the first Friday of every month. The Panel is quorate when five or more of its members meet including the chair or vice chair, a social worker and at least one panel member who is independent are present, unless the vice chair is chairing and they are independent of the agency. Detailed minutes are kept of all Panel meetings.

The functions of the Fostering Panel are to consider:

- Each application and recommend whether or not a person is suitable to be a Foster Carer and the terms of their approval
- The first annual review of each approved carer and any other review as requested by the fostering service
- The termination of approval or change the terms of approval of a Foster Carer.

New applicants and existing Foster Carers are invited and encouraged to attend Panel when their application or review is presented to Panel.

The Panel has a quality assurance role and monitors the standard of reports presented to it and feeds back any issues or concerns to the Registered Manager. The Panel makes recommendations to the Fostering Service and these recommendations are referred to the 'Agency Decision Maker' for a decision.

If the Panel or the Agency Decision Maker is minded not to recommend approval or recommends termination of approval, applicants are advised that they can request that their case is reconsidered by the Panel or apply to the Independent Review Mechanism (IRM) for a review of their case.

CAPACITY AND DEMAND

The Fostering Service responds to planned and unplanned admissions. The structure of the Service recognises that unplanned admissions will occur and seeks to proactively address this need. Carers are specifically recruited and approved on the basis of the service they will provide. During the assessment process and final approval, consideration is given to the impact placements will have and the capabilities/skills of carers. Thus emergency and unplanned admissions are directed towards carers with appropriate skills and capabilities.

Where the Fostering Service is unable to meet the placement needs of a child, the commissioning of placements from independent agencies is managed and monitored by the Commissioning and Resources Team.

THE FOSTER CARER CHARTER

Brent Foster Carer Charter - "Children are at the heart of our work"

Brent Placement service is committed to providing and promoting safe, stable and nurturing placements where the outcomes and life chances are positive for looked after children. In order to achieve this it is important to have a working relationship which is based on trust and respect among all children services that are involved in the care of the child.

The Service has worked in partnership with Foster Carers to achieve the charter which was launched in 2012. The charter explains what the roles and responsibilities of the Service and the Carers towards each other and the children we care for.

COMPLAINTS

All local authorities are required to have Complaints Procedures under the National Health Service and Community Care Act 1990 and also, where children are involved, under the Children Act 1989.

All complaints and queries will be dealt with in a manner that meets Brent local and National requirements. Children, their birth family and Foster Carers will all be given a copy of Brent Council's complaint leaflet.

Children will be made aware of the complaints procedure, children's rights services and of their right to make representations and complaints. This information is contained in the Children's Guide. Birth families and carers will be advised of the complaints procedure and their right to make representations and complaints.

During the period April 2011 to March 2012 the Service received 4 formal complaints

OTHER POLICIES AND PROCEDURES

Brent Council and the Fostering Service have a wide range of policies and procedures which include Whistleblowing / Confidential Reporting Safeguarding and Safe Care, Children Missing from Care and Internet Safety. The Fostering Service provides fostering placements for a Parent and their Child, where it is considered that a parent needs the help and support of a Foster Carer, to be able to care for their child and has a specific policy and procedure relating to such placements.

FOSTER CARERS HANDBOOK

All approved Foster Carers are provided with a Foster Carer Handbook, which contains all the policies and procedures relating to Foster Carers, as well as useful information about child care issues and resources.

MONITORING AND EVALUATION

Monitoring

The Brent Fostering Service quarterly and yearly reports are presented to the Lead Member of the Council along with Senior Management Team. The Members Scrutiny Committee also monitors this information.

Other monitoring includes staff supervision linked to the appraisal system, monthly-recorded visits to Foster Carers, Annual Reviews, the Fostering Panel and feedback from training sessions and case recording and practice audits. The Independent Reviewing Officer is a member of the management team, but has no direct line management for cases or staff. The Team Managers monitor data about incidents of concern in foster care, including restraint, allegations, complaints, unauthorised absence etc. The Registered Manager monitors the Schedule 6 and 7 requirements of the Fostering Service Regulations 2011.

Evaluating the Service

The information gathered through quarterly and annual reports, audit, inspections and customer feedback is constantly evaluated by the managers of the Fostering service, to judge its on-going effectiveness and make changes where necessary.

The Fostering Service is also subject to formal inspection by Ofsted and inspections usually take place every three years.

FAIRNESS AND DIVERSITY

The Fostering Service works within Brent's Fairness and Diversity Policy.

The key aims are to ensure:

- Employees and service users alike are treated equally with fairness and respect and that their diversity is both valued and celebrated
- That our working practices are characterised by flexibility, efficiency and excellence, the results of a supportive management style that enables its diverse work force to realise their full potential in serving our customers
- That our employee profile reflects diversity at every level of the organisation, and posts will be filled through a fair system of recruitment and promotion

ARRANGEMENTS FOR THE REVISION AND CIRCULATION OF THE STATEMENT OF PURPOSE

The Registered Manager is responsible for the annual revision of the Statement of Purpose. Revisions may occur at other times if necessary. Staff and Foster Carers will be consulted on proposed revisions as appropriate.

The revised Statement of Purpose will be presented to the Fostering Panel annually for their consideration. Formal approval of the revised document will be the responsibility of the Registered Provider, (The London Borough of Brent).

The revised Statement of Purpose will be sent to Ofsted annually and when any significant changes have been made, within 28 days of approval by the Registered Provider.

The Statement of Purpose will be available to all staff via the Councils Intranet and to members of the public via Brent Councils website. Paper copies can be provided to looked after children and their parents on request.

Useful Contacts

Brent Placement Service
Brent House Annexe
356 - 358 High Road
Wembley HA9 6BX / Tel: 020 8937 4538
fostering@brent.gov.uk

Fostering Network
87 Blackfriars Road
London SE1 8HA / Tel: 020 7620 6400
info@fostering.net

The Independent Review Mechanism
Unit 4, Pavilion Business Park
Royds Hall Road
Wortley, Leeds LS12 6AJ
Tel: 0845 450 3956 / irm@baaf.org.uk

Ofsted
Piccadilly Gate
Store Street
Manchester M1 2WD
Tel: 0300 123 1231 / enquiries@ofsted.gov.uk

London Borough of Brent Children's Social Care Placements Service

Review of Quality of Care Regulation 35 Report

The Fostering Services (England) Regulations 2011 (Schedule 6 - Monitoring & Schedule 7- Events and Notifications)

This report covers the reporting period March 2011- April 2012

Introduction and Purpose of Regulation 35 reports and reports under National Minimum Standard 25.

Regulation 35 of The Fostering Services (England) Regulations 2011 requires the registered person to maintain a system:

- for monitoring the matters set out in Schedule 6 at appropriate intervals, and improving the quality of foster care provided by the Fostering Agency.

This must include consultation with Foster parents, children placed with Foster parents, and their placing social workers and managers.

The Fostering National Minimum Standards (NMS) 25.7, also states that the executive side of the local authority should:

- receive written reports on the management, outcomes and financial state of the Fostering Service every three months
- monitor the management and outcomes of the services in order to satisfy themselves that the service is effective and is achieving good outcomes for children
- satisfy themselves that the provider is complying with the conditions of registration.

These reports form part of the provider's quality assurance procedures and the 'registered person' for the Fostering Agency, who is the Head of the Placement Service in Brent, is required to forward these reports to Ofsted within 28 days of completion.¹ These are completed on a quarterly year basis and presented to the Director of Brent Children and Families and Members for their consideration.

Ofsted provides a template for reports, which contains data they require for inspection and supplements/replaces the fostering dataset. These data and quality assurance reports are submitted to Ofsted once a year based on data for the year 1 April to 31 March.

As part of the pre-inspection activity on the inspection planning day, inspectors will check the Regulation 35 and NMS 25 reports and any emerging lines of enquiry will be included in the inspection plan.

Schedule 6 includes the following matters to be monitored by the registered person:

1. Compliance in relation to each child placed with Foster parents, with the child's care plan.
2. All accidents, injuries and illnesses of children placed with Foster parents.
3. Complaints in relation to children placed with Foster parents and their outcomes
4. Any allegations or suspicions of abuse or neglect in respect of children placed with Foster parents and the outcome of any investigations.
5. Recruitment records and conduct of required checks of new workers.
6. Notification of events listed in Schedule 7
7. Any child missing from a Foster parents how without permission.
8. Use of any measures of control, restraint or discipline whilst in foster care.
9. Medication, medical treatment and first aid administered to any child placed with Foster parents.
10. Where applicable, the standard of any education provided by the Fostering Service.
11. Records of assessments
12. Records of Fostering Panel Meetings
13. Records of appraisals of employees
14. Minutes of staff meetings

This report lists how Brent Fostering Service is monitoring these key areas and how this has been used to improve the quality of care provided.

¹ *The Children Act 1989 guidance and regulations volume 4: fostering services*, Department for Education, 2011;

1. Compliance in relation to each child placed with Foster parents, with the child's care plan.

1.1 Evidence of monitoring:

- a. Copy of child's care plan is given to the Foster Carer either at point of placement or at Placement Planning Meetings within 72 hours of placement being made - record on Frameworki (FWi, the client electronic recording system in Brent).
- b. Copy of support plan is provided to professionals, including the Foster Carer.
- c. Children's Placement Panel meets on a Monday to review every placement and care plan to ensure resource allocation meets the needs of the child / young person.
- d. Supervision of the Foster Carer by the Supervising Social Worker.
- e. Supervision of the Supervising Social Worker by the Team Manager.
- f. LAC Child Care Review
- g. FWi Management report
- h. Case file audits

1.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) The Fostering Service - Managers; Supervising Social Workers and Foster Carers - is an active participant in every aspect of pre placement matching; decision making; placement planning, and all aspects of the on-going review of the child's care plan and associated statutory planning and review processes including PEP and LAC health assessment planning and review. There are robust and effective arrangements in place to enable the Registered Manager to ensure that care is provided as set out in the child's care plan. Internal processes are further complemented by the statutory review processes which the Fostering Service actively engages and the Registered Manager has regular meetings, dialogue and feedback from other Senior Managers and the IROs as to how the Fostering Service is contributing to the provision of good care and outcomes for children placed.
- b) The service ensures through placement planning meetings that the LAC care plan is translated into the Placement Plan and Foster Carer Support Plan so as to ensure the Foster Carer is clear of their responsibilities for meeting the Foster child's assessed needs and planned outcomes and how they will work in partnership to this end. Placement Plans are quality assured and signed off by Team Managers within the Fostering Support Team.
- c) The Fostering Service Supervising Social Worker conducts their first supervisory visit of all new placements within 5 working days and as a minimum every 4 - 6 weeks thereafter to monitor how the placement is progressing, and ensure the Foster Carer and child are receiving the support and services required to meet the care plan. Arrangements for delegated responsibilities are routinely discussed as part of planning.
- d) Foster Carers performance in meeting the child's planned needs and outcomes is also appraised in the annual review. There is a comprehensive standing agenda for the matters to be monitored during the supervisory visits and annual reviews, and detailed records are made in the Foster Carer's electronic case file. Foster Carers also keep a log of the child's progress which records all key events in the child's life to evidence progress against the care plan, but carers are strongly encouraged to complete the log on a daily basis whenever possible. The log is reviewed during supervisory visits. As part of supervisory visits and annual reviews, Foster children are always seen and spoken to as to their wishes, feelings and views about the placement and the progress they are making. Team managers routinely audit case records of supervisory visits and monitor annual reviews, and discuss any issues in professional supervision and the Fostering Service management / performance meetings.

- e) The Fostering Service is now implementing new quality assurance systems whereby audits will be recorded using standardised audit templates to enable the service to obtain a clearer understanding and evidence audit activity, analyse findings and use this to inform service developments. In addition, the council's Children and Families Directorate holds a weekly Placement Panel of which the Fostering Service is one standing representative alongside the Commissioning and Resource Team; Locality Teams; Care Planning Teams and chaired by a Senior Manager. The Panel provides oversight of care planning, information sharing and placement moves and provides another layer of quality assurance and feedback as to the Fostering Service's contribution to meeting individual children's care plan. A Placement Team Manager attends this meeting.

2. All accidents, injuries and illnesses of children placed with Foster parents.

2.1 Evidence of monitoring:

- a. Clear process for reporting and recording on FWi
- b. Supervision of the Foster Carer by the Supervising Social Worker.
- c. Unannounced visits by the Supervising Social Worker.
- d. Annual Foster home review.
- e. Case file audits
- f. Management tracking spread sheet re Schedules 6 and 7 and significant events.

2.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) The vast majority of referrals made under this category relate to young children who have been injured due to boisterous play and were of a minor nature. Various illnesses that were reported would be regarded as the usual issues associated with children and would include coughs, colds, virus's etc. One was due to marijuana use that caused the young person to pass out and was taken to hospital, but discharged the same day.
- b) Of the minor injuries these were dealt with by advice around supervision of the child and review of both the Safe Care policy and the Health and Safety policy of the Foster Carer.
- c) All young people are given advice around drug usage and that advice is not limited to the placement service. Information and advice is available through schools and the community based youth substance misuse service. For more serious issues there is Addaction. There is a well developed service associated with drug and alcohol issues for adolescents in Brent and access to FRANK for independent advice and support. This specific case was referred to Addaction and additional advice was given by the Social Worker and Foster Carer and was felt to be a proportionate response.

3. Complaints in relation to children placed with Foster parents and their outcomes.

3.1 Evidence of monitoring:

- a. Complaints investigation procedure/Formal complaints monitored by Delegated Complaints Officer and formally reported to Senior Managers and Members.
- b. Placements Management Team Meetings
- c. Bi-monthly Focus Group. This consists of the Head of Service, Team Manager, Fostering Support, Chair of the Foster Carer Association and up to ten approved Foster Carers.
- d. FWi recordings/Complaints Episode
- e. Case file audits
- f. Management tracking spread sheet re Schedules 6 and 7 and significant events.

3.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) Complaints are discussed within the Management Group of the Placement Service and at team meetings to ascertain if there is any learning or any patterns which are emerging.
- b) Most complaints are resolved at stage one, Team Manager will usually undertake a visit to the Foster Carer to resolve issues.
- c) Where appropriate, without specific identifying information, complaints are considered at Foster Carer support group and to bring issues into wider arena for consideration by the Foster Carers themselves. For example, Foster Carers complained about how contact was managed and this was raised within the support group and brought back to team manager's attention. This was then escalated to the Foster Carer Focus Group for wider discussion and resolution. This resulted in a review of how contact was managed and the contact co-ordinator did a presentation to the Foster Carers support group.
- d) information from this group has also been utilised to improve the Matching process with Care Planning Social Workers to address any potential safeguarding issues or potential vulnerabilities of the placement. The Matching form was reviewed and amended as a result of this.

4. Any allegation or suspicion of abuse or neglect in respect of children placed with Foster parents and the outcomes of any investigation

4.1 Evidence of monitoring:

- a. Allegations Against Staff protocol used - Brent LSCB - case file Audits
- b. Referrals to LADO.
- c. FWi recordings / Allegations Episode
- d. Foster Home Review after completion of investigation and presentation back to the Fostering Panel
- e. Management tracking spread sheet re Schedules 6 and 7 and significant events.

4.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) The information is reviewed and monitored through Schedule 6 and 7 reports to see if there are any patterns that emerge and how these may be addressed by the agency.
- b) A comprehensive file audit is usually completed as part of any investigation to try and see if any issues could have been recognised at an earlier stage.
- c) In terms of improvements, training has been identified to address gaps in knowledge or to promote standards of care offered by Foster Carers.
- d) The policy has recently been changed with regards unannounced visits, two are being required each year as a minimum standard.
- e) All current investigations are considered at the weekly Placement Service Management Meeting. This forum is also utilised when outcomes are known to reflect on any potential areas of improvement.
- f) All allegations are reported to the LADO for consultation and decision on how to take forward. The Head of Service has meetings with the Brent LADO to review any allegations, how they are progressing and monitor outcomes of those investigations.
- g) The fostering preparation training includes information for Prospective Foster Carers how to protect and prepare themselves when fostering, addressing safer caring strategies. Post

approval training has also been amended to include this aspect of the fostering task as a result of feedback from Foster Carers.

5 Recruitment records and the conduct of required checks for new workers

5.1 Evidence of monitoring:

- a. Posts are widely advertised within professional press, council's internet job vacancy section and both national and local press.
- b. The responsible team manager will review all applications to shortlist for interview those candidates who meet the job description and person specification.
- c. Brent HR Department will facilitate the recruitment in terms of responses to advertising and completion of CRB of successful candidates.
- d. The responsible Team Manager will collate the references in written format and will then contact the referee for verbal feedback / confirmation of the candidate.
- e. A copy of all associated information is kept on the computer system called ET Web. Brent Recruitment Policy is available and used by all Team Managers.
- f. On appointment all staff have to complete Corporate and Service area induction. This would include attending training and visiting other teams to understand more fully the context of their professional role and relationships.
- g. Probationary period closely monitored to ensure candidate meets the required standards of Brent Children's Social Care.
- h. Information about all new staff and the required checks and references in the Placement Service are maintained on the monitoring spreadsheet

5.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) Ensure that the right candidates are in post to meet the job description. The service employs non-social work qualified staff who have skills to support children outside of the statutory role.
- b) Staff training is provided and reviewed, for example, the new National Minimum Standards and 2011 Fostering Regulations, training was provided to update all staff.
- c) Staff have been seconded to undertake the Social Work degree. This inherently raises the level of professionalism within the service for the benefit of children and young people.
- d) This also allows for staff retention, meaning low turnover of workers so continuity of workers for the Foster Carers and children they care for.
- e) Information is now shared between Team Managers to ensure awareness of issues and continuity for both management and the worker.

6. Notifications of events listed in Schedule 7

6.1 Evidence of monitoring:

- a. Formal supervision of Supervising Social Workers of the Foster Carer.
- b. Formal supervision of the Supervising Social Worker with their respective Team Manager.
- c. Referral to Ofsted, other key Senior Managers and Executive Committees where required
- d. FWi recordings / Management Decisions
- e. Management tracking spread sheet re Schedules 6 and 7 and significant events.

6.2 How this monitoring has been used to improve the quality of care provided by the agency?

- a) A monitoring system is in place and managed by the Business Support Officer who collates all the data relevant to this schedule. This is then audited by Head of Service at regular intervals and outcomes discussed with Team Managers, LADO or LSCB if appropriate.
- b) Schedule 7 referrals are related to the more serious aspects of behaviour and care offered to vulnerable children and young people. Therefore the agency response would often be associated with S47 investigations and involve the LADO.
- c) Within this reporting period the outcome that related to this service area was to review and update the Health and Safety Checklist used within both the assessment and also to increase unannounced visits to a minimum of 2 a year, preferably.

7. Any child missing from a Foster parent's home without permission

7.1 Evidence of monitoring:

- a. Formal supervision processes with Foster Carers and social work staff
- b. Management representation at Missing multi agency safeguarding forum
- c. LSCB Safeguarding Protocol and Procedures are being used - Case file audits.
- d. FWi recordings.
- e. Management tracking spread sheet re Schedules 6 and 7 and significant events.

7.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) LB of Brent has an established protocol for children who go missing from home and care. This is a multi-agency document that is monitored and reviewed by the LSCB.
- b) All approved carers, including Kinship carers, have been provided with a copy of the Missing Children policy and procedure. This protocol explains very clearly the actions required from the point the child is viewed as being missing to conclusion and outcomes.
- c) The key areas for the Placement Service in understanding the risks associated with a child / young person at point of placement, for example, if they have a history of running away, a risk assessment is completed. This will then inform the support and Care Plan of the child.
- d) When the child returns to their placement they are spoken to and ascertain why they felt their response to an issue was to run away and how this may be addressed to avoid a similar strategy being used by the young person in the future. The child / YP is not restricted as to who they may wish to speak to. It may be they have developed a more trusting relationship with another professional / independent person of their choice.
- e) On their return home the assessment of need and risk assessment is reviewed and where appropriate new ones are completed and circulated to involved professionals.
- f) Missing children has now also been incorporated into the preparation and post approval training for Foster Carers to enable them to reflect on what might be going on for the child/young person, develop insight and empathetic ways of responding, setting boundaries and keeping children and young people safe.

8. Use of any measure of control, restraint or discipline in respect of children accommodated in a Foster home

8.1 Evidence of monitoring

- a. Supervision of the Foster home and Foster Carer by the Supervising Social Worker.
- b. Annual Foster home review.
- c. Where there are concerns about appropriate use of restraint or discipline Safeguarding Procedures have been initiated.
- d. Frameworki recordings.
- e. Management tracking spread sheet re Schedules 6 and 7 and significant events.

8.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) There have not been any referrals made under this section in this reporting period.
- b) Training has been reviewed over the last year and 93 training events were arranged over the 2011 - 2012 period. Feedback is gathered at the end of the training event and overwhelming responses have been positive and felt by attendees to add to their skill set. This has a positive impact on the care being offered by Brent Foster Carers.
- c) This has now been reviewed with reference to the preparation group training due to the inherent safeguarding issues that relate to use of inappropriate boundary setting and behaviour management.
- d) In addition the policy and procedure relating to this area of foster care has been reviewed and updated. That updating process would also include the recently revamped Foster Carers Handbook.

9. Medication, medical treatment and first aid administered to any child placed with Foster parents

9.1 Evidence of monitoring

- a. Safe Care & Health and Safety policy required to be signed and used by all approved Foster Carers.
- b. Supervision of Foster Carers by Supervising Social Workers.
- c. Foster carer's diary of events.
- d. Considered within annual Foster home review.
- e. Frameworki recordings.
- f. Management tracking spread sheet re Schedules 6 and 7 and significant events.

9.2 How this monitoring has been used to improve the quality of care provided by the agency

- a) The introduction of the Delegation of Authority has been productive on many levels. It empowers carers to undertake day to day tasks without seeking permission from the placing authority. The improvement comes from children and young people being treated by the carer as any child would and so make the Foster home more reflective of normal family life. This now forms part of the placement meeting and the form is now introduced for parent's discussion and signature when the child enters care.
- b) This issue has been included within the review of the preparation training programme and the policy was changed earlier this year for inclusion within the new Foster Carers Handbook.
- c) Training has been provided in respect of this area. A monitoring sheet has been developed and distributed to all approved carers, including Kinship Carers.
- d) This is monitored during Foster Carer Supervision.
- e) Monitored by Child's Social Worker and Health.

10. Where applicable, the standard of any education provided by the Fostering Service

10.1 Evidence of monitoring:

- a. LAC Education team provides a service to all LAC children.
- b. Virtual school for those both within and out of Borough Placements to ensure educational provision as part of the Care Plan.
- c. PEP meetings and subsequent reviews.
- d. LAC Child Care Reviews
- e. Formal supervision of Supervising Social Workers of the Foster Carer.
- f. Formal supervision of the Supervising Social Worker with their respective team manager.

10.2 How this monitoring has been used to improve the quality of care provided by the agency:

- a) There has been a corporate response to educational provision within Brent Children's Social Care. PEP completion now stands at 94% for all children in the care system.
- b) PEP is also an agenda item of LAC Child Care Reviews for all school age children.
- c) The PEP is given a review date that reflects the issues rather than being orientated towards timescales. Therefore, at the initial and subsequent meetings, the review date is set to reflect need and complexity of issues.
- d) All LAC children are enrolled within a school.
- e) An independent agency has been engaged to monitor school attendance. After each registration period the Foster Carer and the allocated Social Worker will be telephoned to ensure attendance is prioritised. The agency then provides the LAC Education Team with daily and weekly reports.
- f) Education is monitored at the children's LAC review. Any educational difficulties are discussed with Foster Carers who also have the support of the Education LAC Team.
- g) Foster Carers take an active role in the child's educational needs and attend parents evening and school events.

11. Records of assessments

11.1 Evidence of monitoring:

- a. Team Managers have responsibility for all assessments and maintain tracking spreadsheets to monitor progress. Assessments are for both Reg 24 and 26 Foster Carers.
- b. Team Manager allocates through the formal supervision of workers and records this on FWi.
- c. All assessments and related information is recorded on FWi as a document and/or episode.
- d. Team Manager quality assures the assessment once submitted by the Assessing Social Worker.
- e. Panel Adviser undertakes quality assurance role prior to being sent to the Fostering Panel.
- f. Fostering Panel considers all assessments and a clear record kept of case discussion and any resulting decisions made.
- g. Team Manager and Marketing Officer have run very successful recruitment campaigns to offer wider variety of foster placements that can meet the needs of children coming into care.
- h. Marketing Officer leads recruitment campaigns for hard to place children and / or children with special needs.

11.2 How this monitoring has been used to improve the quality of care provided by the agency

- a. The Fostering Service undertakes extensive Fostering Recruitment Campaigns within the local community to attract a diverse range of Foster Carers to meet the needs and profiles of Brent's looked after children. We undertake an on-going campaign in the Brent Magazine, which is delivered to all household within the Local Authority, as well as library, Doctors surgeries and places of worship. If we are seeking a specific type of Foster Carer, we will undertake specific campaigns, such as undertaking outreach activities on St Patrick's Day or at Black History Month. Every year we will undertake recruitment and advertising campaigns to run parallel with Fostering Fortnight. We also undertake concurrent planning by working closely with other teams such as the Kinship Team or Adoption Team, to identify prospective families.
- b. The assessment recognises the diverse skills, characteristics and attributes needed by Brent Foster Carers to meet the needs of Brent Looked After Children. The Recruitment and Assessment Team Manager looks at the children who require permanency; and therefore is able to work with the team to identify any potential applicants who may have the skills to care for a specific child. This starts at the initial stages of recruitment through to targeted outreach, as well as when a referral is taken.
- c. The assessment format has been subject to a fundamental review to ensure it is more evidenced based. The focus change was to incorporate safeguarding issues, for example around identifying risk elements of behaviour. The intention being to ascertain the parenting skills of an applicant that would contribute to placement stability.
- d. During the assessment process, the team works closely with CAMHs to assess and determine any specific training needs taking into account the needs of the applicant and / or child. Additionally, the service commissions external information and training, for example: training for Foster Carers who were going to have a trans-racial placement or who require specific skills to care for a child.
- e. Every Assessing Social Worker has completed training in how to undertake a competency based assessment. The assessment methodology ensures new Foster Carers have both the capacity, understanding and core skills for the fostering task - this is built upon through close supervision, review and appraisal and arrangements for continued professional development. During the assessment process, Assessing Social Workers use a variety of tools, to ensure that the applicants can respond and develop through a variety of styles.
- f. The process and progress of each assessment is discussed in regular supervision using reflection and analysis, to inform how any issues arising can be addressed most effectively. All Assessing Social Workers have annual appraisals - any professional development needs are reviewed throughout the year, and support is given to achieve them.
- g. The Preparation Training Programme was not felt to be reflective of current issues and also needed to be updated in line with National Minimum Standards and Regulations.
- h. The most significant area of improvement are around matching children to potential foster placements. All children within the care system have complex and evolving needs that often require specific skill sets to ensure they are met. By having more approved Foster Carers this increases choice and the likelihood of a successful placement and, therefore, a more positive outcome for the child / YP.

- i. Leading from the above it has been possible to review at an early stage potential matching of long term cases, which is considered at the weekly management meeting.
- j. There has also been a review of how Kinship Viability Assessments are completed within the service. By having a more comprehensive assessment completed in the early stage will mean only more suitable Kinship applicants will be progressed, which will hopefully reduce time spent on inappropriate assessments being directed by the courts.

12. Records of Fostering Panel Meetings

12.1 Evidence of monitoring:

- a. Minutes of Panel are completed at each Panel.
- b. All Minutes are distributed by the Panel Minute Taker for approval by each Panel Member.
- c. Feedback forms are completed by everyone that attends the Panel, staff, Foster Carers and prospective Foster Carers - which are reviewed by Panel Advisor and information feedback to Panel and Fostering Service.
- d. Panel Minutes are provided to the Agency Decision Maker with feedback forms that are completed by those who attend panel. Therefore ADM provides an additional layer for the agencies quality assurance responsibilities.
- e. The agency provides an Annual Panel Report that is made widely available to those parties and agencies with an interest in Panel's role.
- f. There is a high level of communication between the Panel and the service area. A Panel Adviser attends the Panel and the Chair has the ability to liaise directly with the Head of Service via e-mail and telephone.
- g. Annual Appraisals of all Panel Members are completed and used to monitor the functioning of the Panel and training
- h. FWi Panel Episode

12.2 How this monitoring has been used to improve the quality of care provided by the agency

- a) The most significant improvement relating to this would be the Kinship Carers assessment format. This was felt by panel members to be overly complex and so has been changed to make it more accessible.
- b) The changes to the Fostering Regulations relating to the functioning of the Panel has meant:
 - tighter turn around of Kinship Carers Assessments
 - establishing a larger pool of potential Panel Members
 - earlier approval of minutes by Panel Members

13. Records of appraisals of employees

13.1 Evidence of monitoring:

- a. Formal appraisals are completed annually for all staff and signed off by Head of Service.
- b. All appraisals are completed by Managers on the staff they supervise.
- c. Appraisals are linked to HR ICT system ET Web. This is a confidential zone that includes personal information so is kept separate from other formal recordings.
- d. All staff annual appraisals have been undertaken and objectives set.

13.2 How this monitoring has been used to improve the quality of care provided by the agency

- a. Staff development is an on-going process to facilitate improvement of professional standards and social work practice.
- b. The role of the Placements Service Supervising Social Worker does not encompass a direct relationship with the child / young person. However, the child / young person is consulted at various points both formally, for example LAC Child Care Review, and informally, for example, during visits (both arranged and unannounced visits) when interaction will occur.
- c. An audit of issues and themes from staff supervision was conducted. The outcome was specific training was identified as a need across the service around Report Writing, Legal aspects of the new National Minimum Standards and Care Planning. This was a very positive learning experience for the Team Managers (and staff) and will now be completed every six months.
- d. In addition, staff training away days were re established, to review and develop the work of the team, with a team building element incorporated into the day
- e. The Staff Forum now meets once a month for all staff in the Placement Service. The purpose of the staff forum is to share issues and professional experiences, top to bottom management, to inform service delivery and development.

14. Minutes of staff meetings

14.1 Evidence of monitoring:

- a. Minutes are taken for each meeting.
- b. Additionally a copy of the minutes is kept in a folder for ease of reference.
- c. Head of Service reviews the Minutes.

14.2 How this monitoring has been used to improve the quality of care provided by the agency

- a) Any issues or themes that are identified in Team Meetings are taken to the Placement Management Team or are taken by the Head of Service to the Senior Social Care Management Team.
- b) The Head of Service also now meets with the Lead Member of the Council and the Director of Brent Children's Social Care on a regular basis.
- c) Outcomes and responses are then cascaded down to Team Managers and staff. Where more 'public' dissemination is required this can be achieved through the supervising social worker discussing with their Foster Carers, can be included in the Fostering Newsletter or an e-mail / letter delivery if more urgent.

15. Summary of Improvements made to the quality of care and Service developments by the Fostering Service during this reporting period

There was a comprehensive service review during 2010/11 to ensure that the Placements Service meets all statutory requirements and reflective of good practice. The aim is to achieve the best possible outcomes for the children and young people who live away from their birth families or who live with kinship carers.

The outcome of this review has contributed to the following improvements in service delivery:

- 1) There have been different ways developed to get children's feedback, these include a DVD made by looked after children sharing their experiences; children's 'Wish and Thoughts' book have also been developed. Children were actively involved in all aspects of this process and their feedback was used to produce the books and contents.
- 2) Introduction of new recording processes and formats in how consultations are completed making them both age appropriate and service user friendly. For example, the young person consultation document was revised and utilised in addition to the LAC Review consultation form. A children's and young people's focus group was established, they meet every two months to consider issues that are important to them about their experiences in care. This is facilitated by an independent member of staff within Brent and a written record kept of issues for the Placements Service to address, although this is recorded anonymously and no comment is ascribed to a specific child.
- 3) A Public Health Analyst sent a Health Questionnaire to all Foster Carers regarding their awareness of children's health. This proved very positive and helpful for all concerned, feedback was obtained and shared.
- 4) Brent Foster Carer Charter was discussed and developed in consultation with Brent Foster Carers and child care professionals, and was launched at the Annual Foster Carer Conference in June 2012.
- 5) Recent Government guidance has moved away from the 'professionalization' of Foster Carers, towards the child / young person experience of foster care being as close as possible to 'normal' family life as can be achieved. Decision making for many day to day, caring tasks are to be delegated to the Foster Carer and a more formal procedure for this is 'Delegation of Authority' has being developed by the Placements and Care Planning Services.
- 6) There are now two levels of auditing within the service. There is a formal, quarterly audit completed by Team Managers that provides an overview of the quality of the work being completed and ensures it meets statutory requirements. Then within the supervision process is a more basic audit tool completed by workers and then reviewed within their supervision with the Team Manager.
- 7) The above was introduced as part of the Quality Assurance Strategy which took place in March 2012. This was undertaken in a comprehensive manner and resulted in a new policy being written and implemented.
- 8) Tracking Meetings are held every week regarding monitoring all aspects of the Fostering Service. LAC Panels have been introduced to track and monitor the child's journey from the point of coming into care to the permanency outcome. This allows for managers within both Care Planning and the Placements Service to be aware of and track every child and how their care plan is progressing.
- 9) Matching children to the right carers is a fundamental aspect of ensuring that the child's needs are met and the placement remains stable and secure. There is currently an audit taking place to identify issues and themes, with an emphasis on complaints to inform service delivery.
- 10) One significant area of improvement is around matching children to potential foster placements and where possible keeping them in their family and friend networks. All children within the care system have complex and evolving needs that often require specific skill sets to ensure they are met. By having more approved in house Foster Carers and having a robust system for assessing and placing with appropriate connected people, increases choice and the likelihood of a successful home being provided and, therefore, more positive outcomes for the child/young person.

- 11) The Head of Service now meets with the Director and Lead Councillor on a regular basis to act as the thread between those with responsibility for delivering the service with those with corporate responsibility.
- 12) The Preparation Training Programme for prospective Foster Carers needed to be more reflective of current issues and incorporate the new National Minimum Standards and Regulations introduced in 2011. Therefore this has been updated and feedback to date has been positive.
- 13) Further to the above, the same issues were associated with the Foster Carers Handbook. In response the handbook was reviewed and many aspects of it re-written. Again, initial feedback to the draft have been positive and it will be made available through different mediums to make it more accessible.
- 14) The 'Children's Guide to Fostering' is in two different formats to reflect the age and understanding of the children and young people, and a Kinship Guide has also been developed. It was updated in June 2012 and is available on the web site.
- 15) Kinship Care is a rapidly expanding option to secure a child's permanency through Regulation 24 placements and where appropriate moving into Special Guardianship Orders (SGO), with robust SGO Support Plans. The policy and procedures are in the process of being evaluated and updated. Feedback from the Fostering Panel has been incorporated into the new assessment format to make it simpler and more user friendly. The emphasis being on the ability of the child / young person and the connected person(s) being able to engage in the process and the format used to record this and understand the rationale associated with the decisions made at Panel.
- 16) The service has implemented a structured quality assurance system including a standardised programme of audit and performance monitoring, analysis and service improvement.

16. Children's views on the Fostering Service

The service completed an analysis of children's views of the Fostering Service - the wishes and feelings of children placed.

Sources of evidence reviewed were:

- 20 records of supervisory visits undertaken by the Placement Service Supervising Social Workers - the record of discussion with child in placement
- 10 Annual Foster Carer Review - Foster Child's questionnaire

A full copy of the report can be provided if requested. Although a small sample, it is an indication of children and young people's views, consideration is being given to collecting information from a wider group of children in placement.

Recording evidences that the supervising social workers take an active interest in the Foster Child, have good knowledge of them and their needs and plans, and are pro-active in engaging with and discussing their needs and progress, offering support and guidance where appropriate.

Children and young people spoke very positively about the foster service that they receive. Most children report that they do feel a part of the family and enjoy family life. Most children state that they want to stay where they are - none stated they wanted to move apart from one child who would like to live with his mum, but also stated that his Foster Carer was the 'best carer in the world'.

Some commented that they feel a part of and enjoy their extended family network. Most children report feeling well supported and cared for and cared about by their Foster Carers, in their new homes and

there is a good deal of positive evidence that they feel they have good attachments and positive relationships based on trust. Many children in their feedback articulate having a good quality of life and describe improvements in their educational attainment; access to leisure pursuits where they pursue special interests and hobbies; and describe an improvement in how they manage their feelings, relationships and behaviour. Some describe feeling empowered by their Foster Carers; learning how to cook and do certain household chores and were able to say that they are making progress educationally and socially.

There were many positive comments about the Foster homes regarding the accommodation. Children say they receive a good amount of support from a varied range of sources including tuition; CAMHS; health services; mentoring and counselling and these are making a difference in their life and outcomes.

There were no significant issues or concerns expressed by any children, One young person raised some concerns about their foster care in respect of boundaries around time spent with friends; money for clothes and one young person said they wanted more pocket money. Another young person articulated frustration at the lack of decisions making authority the Foster Carer had and the impact of having to refer to the social worker for permission for so many every day issues.

Brent has a dedicated Participation Officer and Care in Action Council which children are actively involved in. We are looking at ways to work more effectively with Care in Action Council to have more young people participation in developing the Fostering Service.

17. Placement Service development objectives for 2012/13 are:

Fostering Support Team:

- i) Ensure that the child's voice is heard and taken in to consideration at all times during supervisory visits.
- ii) Ensure that Foster Carers are robustly supported; Reviews, supervisory visits, Medicals, CRB and Stat checks are up to date.
- iii) Prevent breakdown of placement through robust matching process from the outset in liaison with children looked after, Foster Carers, CAMHS, Commissioning and resource, care planning, locality and other stake holders and partner agencies.

Kinship team objectives:

- i) Completing Kinship fostering assessments within 16 weeks.
- ii) For the team to consider how to use more creative ways of gleaning children's views as part of Kinship assessments and supervisory visits.
- iii) To look at the provision of social work resources within the Kinship Team in relation to Assessments and Supervisory work. Consideration to be given to whether we split this work within the team.

Recruitment and Assessment Team objectives:

- i) To approve a minimum of 25 carers for the next financial year.
- ii) To complete assessments within 4 months timescale.
- iii) To make sure that the referrals and enquires are completed in a timely manner.
- iv) To improve the efficiency and effectiveness of the duty system.
- v) To undertake targeted and specific recruitment campaigns to target specific groups and in specific areas of the local authority.
- vi) To implement and pilot a 'Foster to Adopt' assessment.

Signed:

Hilary Brooks - Interim Head of Placement Service

Date