# Lewisham Fostering Service

Statement of Purpose 2012 - 2013





### 1. Policy Context.

- 1.1 The Fostering Services (England)
  Regulations 2011 require all fostering
  services to provide a written Statement of
  Purpose setting out the aims and
  objectives of the service and the facilities
  and services provided. This document is
  made available to foster carers, Fostering
  Panel members, staff, prospective foster
  carers, any child placed by the service
  and the parent of any child placed.
- 1.2 The Fostering Service ensures that Equal Opportunities are integrated into all aspects of service delivery and that all foster carers are effectively assessed and supported, taking into account the needs of the individual child/young person

# 2. Statement of Purpose.

- 2.1 To provide quality foster care placements for looked after children and young people aged 0 – 18 years, where it is not possible for them to remain with or return home to their parents or wider family. To ensure suitable assessments undertaken and that children and carers are supported throughout. This includes respect of respite care reunification (if appropriate), as well as short, medium, and long-term care for looked after children. Parent and child placements are provided which offer support, supervision and assessments within public law court proceedings.
  - 2.2 This Statement of Purpose is reviewed and approved by the Mayor and Cabinet of Lewisham Council on an annual basis.

## 3. Management.

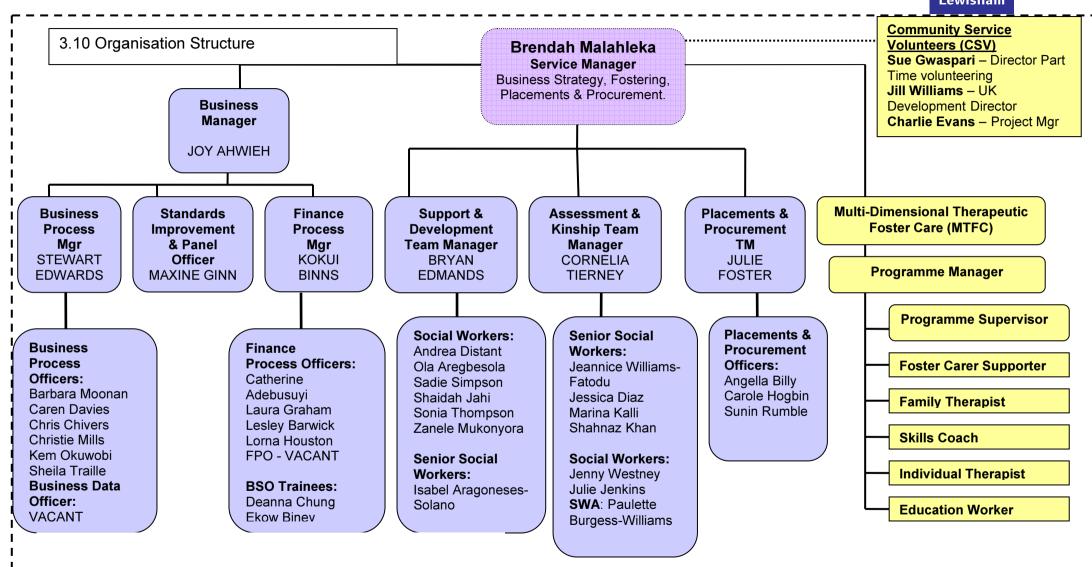
- 3.1 Brendah Malahleka has been the Service Manager for Fostering since 2008. Brendah has extensive social work experience spanning several decades, 25 years of which have been within various Senior Management roles. Brendah has an MBA in Management (Distinction-1993), MA (criminology-1997) and BA (Hons) Social Sciences. Brendah has been a qualified Social Worker (CQSW) since 1980 and an NVQ Assessor (D32-33) since 2002.
- 3.2 Cornelia Tierney. Fostering (Assessment and Kinship) Team Manager, has a Diploma in Applied Social Science (1986)and achieved a Postgraduate Certificate in Health and Social Care Management in 2006. Cornelia is responsible for the team that assesses family-and-friends foster carers (as well as other capacity to care assessments including Special Guardianship). Cornelia has worked in Lewisham Fostering Service since January 1997 during, which time she has held different management roles.
- 3.3 Bryan Edmands, Fostering (Support and Development) Team Manager, a role he has held since February 2010. Bryan has a Postgraduate Diploma in Applied Social Studies and CQSW (1992), the Practice Teacher Award achieved (1996),and LLM (Commendation) in Child Law in 2008. Bryan is responsible for the team that supervises and supports Lewisham foster carers and is the Fostering Panel Advisor.



- 3.4 All social work managers, senior practitioners and social workers hold a social work qualification and have relevant child care experience. Managers and all qualified social workers are registered with the General Social Care Council (GSCC).
  - 3.5 Lewisham Fostering Service is committed to post-qualification training. Three Social Workers have gained their Practice Teachers Award, and two have completed the Post Qualifying Award. An additional three Social Workers will be undertaking the new Post Qualifying Award in Specialist Social Work this year: 2012-2013.
  - 3.6 The teams are culturally and racially diverse, consisting both of workers with extensive experience in fostering and workers who have joined fostering more recently but bring with them vast experience from other areas of children's social work.
  - 3.7 The Service Manager is responsible for several services and these are: Business Strategy (including business and finance process teams); Fostering, Placements & Procurement Services, Community Service Volunteers (CSV) and Multi-Dimensional Treatment Foster Care (MTFC).
  - 3.8 The integration of Fostering with Placements & Procurement afforded greater synergies in particular improved matching of Lewisham foster carers with Looked After Children. An integrated single duty system has been introduced which has streamlined decision referral processes and The integration with the making. business and finance teams has afforded greater efficiency including more timely and accurate payments to foster carers.

3.9 The Service Manager is also responsible for establishing and strategic management of the Multi-Dimensional Treatment Foster Care (MTFC). programme is jointly funded with the Department of Education. MFTC originates from America and has been running nationally in this country for 10 under the auspices of the Department of Education. The success of MTFC has been demonstrated both in America and in this country. This is an intensive support programme to enable LAC who would otherwise be placed in residential care, to be placed with Lewisham Foster Carers with round the clock intensive support from a team of highly skilled professionals, therapists, social workers, teachers and skills coach.







### 4. Services Provided.

- 4.1 Mainstream Foster Carers - Foster carers who provide placements for children and young people aged 0-18, whose care plan is either to return to their birth family or move to a permanent placement. Placements Mainstream carers can vary between one day to some years in the placement. Bridging placements help prepare children for adoption, long term permanent placements and rehabilitation to the care of one of their family members.
- 4.2 **Permanence or Long-Term Foster Carers** who make a commitment to care for a child or young person, until they reach independence.
- 4.3 Short Break Carers (Family Based Respite Care) where carers are 'linked' to families with children with a disability to enable them to have regular, planned breaks during the year.
- 4.4 Family and Friends Foster Carers (Kinship) are approved to look after a specific child or children. These are family members or friends who already know of the child or children before they moved to live with them. Viability assessments are carried out on family and friends who indicate a preference to obtain a Special Guardianship Order (SGO) followed by a full SGO assessment where appropriate.
- 4.5 **Emergency Placements** are approved carers who offer emergency care and accept unplanned placements and provide 24 hour, 7 days a week crisis care for children who require an immediate placement outside of normal office working hours. The Emergency Duty Team is the team that provides cover between 6 pm and 9 am during the normal working week, and

throughout weekends and Bank Holidays.

This team responds to children in need of safeguarding and as necessary places them with approved and experienced Emergency Placements foster carers.

# 4.6 Parent and Child arrangements with foster carers

As required under the new Fostering Services (England) Regulations 2011, a written policy has been prepared which is intended to safeguard children placed with foster parents from abuse or neglect. This policy will include a statement of measures to be taken to safeguard children placed with foster parents before making parent and child arrangements with the foster parents.

Foster carers who may wish to offer such placements should ordinarily have discussed the matter with their supervising social worker and this should be considered as part of the annual review.

The Foster Care Agreement entered into by the foster carer with the Fostering Service should show that the foster carer is approved for this type of arrangement.

Matters to be considered when making a proposed parent and child arrangement include:

- Is the parent an adult or below the age of 18 years.
- If below 18 years of age, is the parent (or to be) looked after themselves.
- Is the child to be considered a looked after child.
- Purpose of the parent and child placement.
- Likely duration.
- Criminal history.
- Risk assessment of parent.



## 5. Principles.

- 5.1 Each child is unique and their welfare paramount.
- 5.2 The child's family is the preferred place for children to live wherever possible.
- 5.3 Where a child needs to be looked after outside their family there is no compromise to the provision of high quality individualised care.
- 5.4 Children have a right to feel safe, be protected, be treated with respect and dignity, be encouraged, nurtured, supported, helped, looked after, have their heritage valued, be consulted, considered, be helped towards a personal sense of worth, well-being and independence.
- 5.5 The parents, carers and relatives of looked after children have a right to be kept informed, involved and consulted as appropriate. They have the right to be treated as individuals with respect and without being judged.
- 5.6 Individual care planning is imperative from the outset of each placement followed by regular reviews to ensure all the needs of the child are met.
- 5.7 Children are entitled to receive education which will promote their general culture and enable them, on a basis of equal opportunity, to develop their abilities, individual judgement, and of sense moral and social responsibility, and to become useful members of society.

The best interests of the child shall be the guiding principle of those responsible for their education and guidance; that responsibility lies in the first place with the parents and/or with the Local Authority as Corporate Parents.

- 5.8 Each Looked After Child is an active, informed participant in the process of their own health care, incorporating confidentiality and choice appropriate to her or his age and understanding. A full health assessment is carried out for each Looked After Child over the age of 5 years once a year and twice a year for those under the age of 5. A health plan is drawn up in consultation with health professionals, this is reviewed in light of the regular health assessment. The Lewisham Children and Young People's plan incorporates strategies to reduce health inequalities and improve the health of Looked After Children.
- 5.9 Children have the right to expect the very best professional care from foster carers. Therefore, Lewisham committed to the provision of quality support. supervision. advice. consultation and training to enable carers to meet the child's needs. addition there is 24-hour telephone support available to carers from Fostering staff and an emergency duty team where social work input is required outside of normal office hours.
- 5.10 Staff make a major contribution to the service and receive a good standard of structured supervision, support and training in order to facilitate best practice in all of their activities.
- 5.11 Lewisham Fostering Service is committed to working in partnership with all who have an involvement in a child's life.
- 5.12 Lewisham Fostering Service is committed to the Council's Equal Opportunities Policy and to working in a manner that is anti-discriminatory in practice. The Fostering Service ensures that Equal Opportunities are integrated into all aspects of service delivery and that all foster carers are effectively assessed and supported, taking into account the needs of the individual



- child/young person, including specifically their culture, ethnicity, race, religion, class, sexual orientation and disability.
- 5.13 Lewisham Fostering Service actively self-regulates its work and maintains openness to ongoing critical evaluation. It welcomes comment from the children / young people, parents, carers, staff, independent workers, Panel members and any who have a contribution to make.
- 5.14 Lewisham Fostering Service has a commitment to keeping abreast of developments in Fostering and is committed to change when that is required, appropriate and delivers improvement in service.

### 6. Foster Carers and Approvals.

- 6.1 All foster carers are specifically approved for a specific number of children or sibling groups, a specific child, or the approval is specific to the age and/or gender of the Looked After Child, or a parent and baby arrangement.
- 6.2 As at March 2012 there were 104 foster carers, including family and friends foster carers, approved by Lewisham.

# 7. Number of children in placement.

7.1 As at March 2012 there were approximately 170 Looked After Children placed with Lewisham foster carers or family and friends foster carers.

# 8. Complaints and Outcomes.

8.1 A booklet titled "Allegations, Complaints, Serious Cause for Concern - A Guide for Lewisham Foster Carers" is available and has been specifically designed to guide carers through the process of the

- investigation of an allegation, complaint or serious cause for concern.
- 8.2 This booklet ensures compliance with:
  London Child Protection Procedures,
  Fostering Services Regulations and the
  National Minimum Standards 2011.
  Lewisham Council complaints procedure
  sets out the processes in relation to Stage
  One, Stage Two and Stage Three
  complaints.

# 9. Procedures & Processes for Foster Carer Recruitment & Approval.

- 9.1 In November 2009 Lewisham entered into an innovative partnership with the third sector on the basis of four year contract with Care UK to recruit and assess new foster carers for the service. Care UK sold the Fostering business to CareTech Foster Care in December 2010 who have been operating this contract since then.
- 9.2 Applicants are invited to express an interest in fostering through an ongoing public relations campaign and are initially processed through a dedicated CareTech administrative system, then telephone contact is made and an initial home visit is undertaken.
- 9.3 Applicants are invited to attend the "Skills to Foster" training as part of their initial assessment and introduction to fostering.
- 9.4 If applicants are successful in completing the "Skills to Foster" training, a qualified Social Worker will complete a full assessment based upon the British Association for Adoption and Fostering (BAAF) Form F. This will involve a series of home visits to collect information regarding household members and their experience and skills relating to looked after children.
- 9.5 Statutory checks and required references are undertaken.
- 9.6 On completion of the assessment, the assessing social worker will



prepare a report detailing applicant suitability, including the Form F, to Lewisham's Fostering Panel. The content of the Form F report (excluding references) are shared with the applicant, who signs the report to acknowledge that they have read the report. Applicants must attend the Fostering Panel.

- 9.7 Following the Fostering Panel recommendations, a decision is taken by the Director of Children's Social Care as decision-maker. Decisions are formally communicated to the applicant verbally by telephone and in writing.
- 9.8 On approval as Lewisham foster carers, individuals are enrolled on the fostering professional development and training programme which is linked to the Children's Workforce Development Council (CWDC) Standards.

# 10. Foster Carer Training.

- 10.1 A comprehensive training programme is in place and sent to all foster carers. The programme covers a wide variety of subjects from basic to advanced level, including the opportunity to study for NVQ level 3 Caring for Children & Young People, and meets the requirements of the CWDC Standards. Training is an effective opportunity to meet other carers, social workers, and to develop skills and learning at the same time.
- 10.2 We encourage foster carers to participate in training courses alongside social workers and Fostering Panel members. Foster carers are required to undertake further development opportunities similar to social workers and other professionals in the Children and Young People's Directorate.
- 10.3 Since April 2008, all new foster carers are required to achieve the Training, Support and Development (CWDC)

Standards for Foster Care within 12 months of their approval. Every foster carer has a Personal Development Plan and is expected to keep a portfolio where they record evidence of their learning against the CWDC Standards. The Service Manager has personally driven the **CWDC** Standards from the beginning of 2010 working directly with the foster carers. There is an ongoing programme of workshops for the completion of CWDC Standards for new foster carers and attendance is compulsory. At the time of the latest revision of the Statement of Purpose in March 2012, 100% of foster carers who have been fostering for Lewisham for several years have successfully completed Portfolios their for the **CWDC** Standards. Once a foster carer has successfully achieved the CWDC Standards they are required to continue their development and to keep the skills they have up to date through the Lewisham Foster Carers rolling programme of training and development.

- All new foster carers are required to complete a Core Training Programme which aims to provide the basic skills and information that new carers need to perform their fostering tasks. Basic training is a requirement under the National Minimum Standards and the CWDC framework. Carers should complete the core training within one year of approval.
- 10.5 Lewisham involves foster carers in cofacilitating training events, and to enable them to do this we also offer a Training the Trainers qualification. This is an important way of learning each other. promoting partnership working between foster carers and social workers. example on 13 March 2012, a group of 20 social workers and foster carers attended Secure Base Model Training for Trainers by Professor Gillian Schofield of the University of East Anglia.



10.6 In addition, specialist training is also provided. From April 2012 specific specialist training will be provided for social workers and foster carers as part of the introduction of the MTFC Programme and Social Pedagogy.

# 11. Supporting and Reviewing Carers.

- 11.1 Carers are provided with a range of support to promote placement stability and improve the outcomes of Looked After Children, for example:
  - An allocated supervising social worker.
  - Regular home visits, minimum 1 per month.
  - 24-hour telephone support (out-ofhours support and advice from service manager and team managers and social work input available from EDT).
  - Access to Therapeutic Support (CAMHS).
  - Reflective practice sessions for foster carers run by CAMHS Therapists.
  - Application of the Secure Base Support Model for carers provided in partnership with the LAC Service.
  - Themed Support Groups: Mainstream, Male Carers Group and New Carers Group.
  - Lewisham Mentoring Scheme: support and advice from an experienced carer.
  - Lewisham Carers Supporting Carers Scheme (LCSC): practical support e.g. looking after LAC whilst carer attends training.
  - Rolling programme of training.
  - Financial Support.
  - Membership of the Fostering Network.
  - Buddy Arrangements required for all newly approved carers.

- Fostering Service Development Days for foster carers, Panel members and staff.
- Dedicated Lewisham fostering website-Fosternets.

### **Annual Reviews.**

11.2 Lewisham reviews foster carers at least once a year to ensure looked after children are safeguarded and foster carers remain supported to provide high-

quality care. Additional reviews can also be held if there has been a significant change in circumstances or if concerns arise.

- 11.3 The foster carer annual review will consider:
  - The foster carer's previous year of fostering.
  - Training attended and training needs.
  - Looked After Children's views and the views of the independent reviewing officers.
  - Carer's views regarding the Fostering Service.
  - Statutory checks i.e. CRB, medical, Police and health & safety.
- 11.4 Foster Carer Annual Review are generally carried out in the carer's home by the supervising social worker. A competence-based model is used in relation to annual reviews, and carers are expected to give examples of how they have met the competencies in their practice and training attended, and reflection on learning and development needs.
- 11.5 All Foster Carer Annual Review are presented to and considered by the Fostering managers.
- 11.6 All Foster Carer Annual Reviews of the first 12 months following foster carer approval are presented to the Fostering Panel and the carer is required to attend.



11.7 All subsequent foster carer annual reviews are also presented to the Fostering Panel and where a significant matter is proposed, such as a change of approval or serious concern then again the carers are invited to attend. Where there are no issues then these reviews receive a quality assurance and overview scrutiny from the Fostering Panel. Foster Carer Agreements are also considered and signed off annually.

# 12. Guidance for Children & Young People.

12.1 Age appropriate guidance has been produced for Looked After Children: My Guide To Foster Care.

# 13. The Work of the Fostering Service.

- 13.1 Lewisham Fostering Service continually strives to improve outcomes for Looked After Children. Lewisham Fostering Service is committed to continuous improvement in order to promote and achieve the desired outcomes for Looked After Children in line with the Every Child Matters Framework.
- 13.2 The following sections provide evidence against each of the five Every Child Matters Outcomes:
  - Being Healthy.
  - · Staying Safe.
  - Enjoying and Achieving.
  - Making a Positive Contribution.
  - Achieving Economic Wellbeing.



Promote Physical Health
Promote Emotional Health
Promote Sexual Health
Encourage Healthy Lifestyles
Discourage substance misuse, including tobacco and alcohol

- To support the LAC through the mentoring programme to promote safe behaviour and reduce risk taking behaviour and encourage healthy lifestyles.
- To continue providing services through the specialist LAC 'one stop' clinic offering support on a range of health issues.
- Looked After Children's health is regularly assessed by health professionals to ensure they receive appropriate treatment where applicable. Lewisham works in close partnership with the PCT to ensure qualified health professionals conduct regular health assessments and provide quality advice where necessary.
- Lewisham works in partnership with the PCT to provide a monthly drop-in clinic to encourage older children (16+) of the importance in valuing their health and support their need for professional advice. This is run by qualified health professionals to advise on immunisations, dental screening and sexual health.
- Children are registered with a GP, dentist and optician. This is checked monthly during monthly home visits to foster carers by the supervising social worker.
- Lewisham takes a flexible and responsive approach to engage children with health professionals by facilitating health assessments to be undertaken where children feel most comfortable e.g. at their placement, GP or with the Looked After Children's nurse.
- Children's emotional wellbeing is promoted through training of foster carers and promoting the accessible, specialist advice and support provided by the Child and Mental Health Service (CAMHS) for therapeutic input.
- A specialist drug team is accessible to provide information and support to children and carers.
- Lewisham keeps young people informed with factual information to encourage appropriate decision making. A leaflet is sent to young people of an appropriate age and/or understanding with information and access to sexual health advice to safeguard their sexual health and development.
- Young people are involved in service provision where appropriate. Care Leavers are involved in the quality assurance monitoring of Preferred Providers.
- To ensure carers are physically and mentally fit to care for and support looked after children, all prospective carers are required to have a full medical which is regularly reviewed. Our foster carers are provided with a range of training on how to promote the health and wellbeing of Looked After Children.



Provide a Safe & Secure placement Regularly Review placements & practice Promote anti bullying Promote Safety in the Community Promote e-safety

- Children are placed according to a rigorous matching process. This is a detailed assessment of key aspects for example, behaviour, disabilities and any risks.
- Support is provided for 'fragile placements' and engage multi-agency support to prevent placement breakdown.
- Robust commissioning contracts are in place to ensure that providers support foster carers to have the skills to look after more children with challenging behaviour.
- Foster Carers are thoroughly assessed before children/young people are placed with them.
- The Fostering Panel maintains rigorous scrutiny of approvals, reviews and contributes significantly to raising standards in the Fostering Service.
- Prior to approval, prospective foster carer homes are subject to a health and safety assessment which is updated annually.
- Regular visits/checks are undertaken by the Supervising Social Workers as part of both their planned and unannounced visits.
- Foster carers have regular training regarding safe care practices, including training on positive discipline strategies, safe holding and physical restraint.
- Ensure carers receive training in restorative approaches when poor behaviour is an issue.
- Children and young people are provided with a safe environment.
- Lewisham works in partnership with families, foster carers and other professionals to provide children with stable placements.
- The Fostering Team actively involves children in making decisions concerning their future.



### Promote School Attendance Support Young People's Education Celebrate Young People's Achievements

- Lewisham's Looked After Children are given the highest priority to get their first preference of school.
- Lewisham's Looked After Children are expected to attend school daily and every effort is
  made to maintain children in their existing schools and to actively support their educational
  needs, including targeting children through a case by case approach to removing barriers to
  going to school.
- Continue to implement educational initiatives to close the school achievement gap between Looked after Children and their peers.
- Looked After Children in years 9, 10 & 11 are provided with additional tuition.
- Foster carers have support from the Advisory Teacher for Looked After Children.
- Children from 3 to 16 years of age have a Personal Education Plan (PEP) which is regularly reviewed.
- Ensure that schools operate a no exclusion policy for Looked after Children and work with other local authorities to ensure similar treatment for Out of Borough Looked after Children
- A Looked After Achievement Awards ceremony is conducted annually to acknowledge and celebrate young people's achievements. Evidence is provided by the foster carer and school.
- There is an active group of young people who produce a quarterly magazine which is distributed to all Looked After Children. Young people who are members of the Corporate Parenting Group are able to put across their concerns and make suggestions for improving the service. Where it can, the Council responds quickly.
- Providing an opportunity for a group of Looked After Children and Care Leavers to visit South Africa to promote understanding and confidence and maintain links with similar welfare organisations.



# Engage Young People in Decision Making Promote Social Activities

- Foster carers are encouraged and supported to maintain relationships with Looked After Children's families. The Fostering Service has established Lewisham Carers Supporting Carers scheme to promote positive contact between birth families and foster carers. The scheme helps Lewisham foster carers to support each other in supervising contact arrangements and other areas e.g. school runs, providing care to allow foster carers to attend training sessions.
- Lewisham Looked After Children have the opportunity to attend an annual activity holiday. Foster carers have reported that this has benefited the children they foster.
- Barnado's Lewisham Children's Rights Service provides an effective advocacy service to all
  children in care to help them understand their rights, information, help with making a
  complaint, support them with meetings, help them have their say and help them make good
  decisions.
- Looked After Children have been trained in recruitment and selection to develop their involvement in the appointment of staff including social workers and personal advisers.
- Care Leavers are involved in Quality Assurance and evaluation of Preferred Providers as part of the Preferred Provider Framework tendering process and annual contract monitoring visits. This ensures that providers' competence is also judged by those who have direct experience of care.
- Young adults are also members of the Fostering Panel, this includes a young person who is the birth child of a foster carer.
- Lewisham's Looked After Children and those Leaving Care are involved in the Positive Activities for Young People (PAYP) programme. The programme is specifically targeted to meet the needs of young people who are looked after and those leaving care by enabling them to participate in activities during school holidays, access mainstream activities throughout the year and engage in learning and employment.
- Lewisham's Children-in-Care Council welcomes and encourages all looked after children to participate in the shaping of services; and has distributed the Looked After Children's Pledge to all foster carers.



### Promote further education, employment or training Provide Life Skills to Promote Independence Provide Suitable Placements

- Children are carefully matched to foster carers with the experience, knowledge and skills to meet their individual and diverse needs.
- Support is provided for young people who are most vulnerable to being not in education, employment and training (NEET).
- We use a range of strategies to ensure that Care Leavers are in suitable accommodation.
- Young people who have left school are encouraged and helped to attend further education, a training scheme place, or employment.
- A dedicated Connexions funded careers advice team is available to Care Leavers.
- Young people benefit from the flexible Supported Lodgings Service which enables them to remain in family placements after the age of eighteen.
- The Fostering Service has a range of approved carers with the experience, professional background and competence which effectively prepares young people for independence.
- Foster carers assist children emotionally and with practical skills including cooking, daily living and budgeting.
- Young people are provided with work experience and apprenticeship opportunities.
- Foster carers support university and other further education opportunities.



We welcome and encourage expressions of interest to foster from all walks of life, because Lewisham is a great place to live, work and play!

### 14. How to Contact Lewisham Fostering Service.

Brendah Malahleka Service Manager – Fostering Service 1st Floor Laurence House 1 Catford Road London SE6 4RU

Email brendah.malahleka@lewisham.gov.uk

Telephone 020 8314 8730

For other formats, including Braille, large print, audio tape or computer disc please contact us.

Visit www.lewisham.gov.uk for all the latest news and information about your Council's services, and the range of job opportunities we currently have on offer.

### 15. Regulation and Inspection.

# Details of the Office for Standards in Education & Skills (Ofsted):

Ofsted Aviation House 125 Kingsway London WC2B 6SE

Telephone Number: 0800 528 0731/0300 123 1231

