

# inspection report

## FOSTERING SERVICE

**Attachments Fostering Ltd**

**37 High Street  
Snodland  
Kent  
ME6 5AG**

*Lead Inspector*  
Sophie  
Wood

*Announced*  
18 July 2005 10:00

The Commission for Social Care Inspection aims to:

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

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

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

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

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

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

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# SERVICE INFORMATION

**Name of service** Attachments Fostering Limited

**Address** 37 High Street  
Snodland  
Kent  
ME6 5AG

**Telephone number** 01634 244555

**Fax number**

**Email address**

**Name of registered provider(s)/company (if applicable)** Attachments Fostering Limited

**Name of registered manager (if applicable)** Mrs Dorothy Helen King

**Type of registration** IFA Fostering Agency

**No. of places registered (if applicable)**

**Category(ies) of registration, with number of places**

# SERVICE INFORMATION

## Conditions of registration:

**Date of last inspection**      NA

### **Brief Description of the Service:**

Attachments Fostering Limited was first registered in September 2004 and, according to its statement of purpose, seeks to "provide a secure family base for children and young people who are unable to live at home, in order that they may grow and reach their full potential". Whilst still in its infancy, the agency has recruited and approved a range of carers, some completely 'new' to fostering and others with a wealth of experience from both local authority provision and private independent agencies. The agency seeks to provide the following placements; short and long term, bridging, parent and child, sibling, emergency, 'difficult to place' and respite. Currently, much work is being undertaken by the agency to establish links with therapeutic services and specialist educational provision, outside of mainstream schools and colleges. A number of approved drivers are in use in order to facilitate 'contact' arrangements and the agency itself has just moved to larger office premises.

# SUMMARY

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

This was the first announced inspection to be undertaken by the Commission for Social Care Inspection. The inspection commenced on 18<sup>th</sup> July 2005 and concluded on 29<sup>th</sup> July 2005. The inspector spent time at the agency office; all four members of staff were interviewed, policies and procedures were scrutinised and the files of carers, children and staff were read. Carers and children were visited in their own homes and further material used included the pre inspection documentation, manager's self - assessment and questionnaires from children, carers and placing authorities.

At the time of this inspection, the agency had recruited and approved five foster carer families and four young people were in placement, whilst a further placement was being negotiated.

Carers spoke of being well – supported and clear evidence was found to demonstrate that placements are not pursued unless the agency is confident that matching considerations can be fully met.

The inspector discussed areas requiring attention with the manager and responsible individual at the end of the inspection. These included; staff recruitment, the assessment of carers, personnel information and the review of certain policies and procedures, all of which are identified in more detail below and throughout the main body of evidence within this report.

Such issues were well - received, with the majority already anticipated by the manager and a verbal undertaking was immediately given for these to be addressed as a matter of priority.

## **What the service does well:**

Careful matching considerations ensure that young people are suitably and appropriately placed with carers who can meet their needs. Carers receive regular support visits, which are recorded in writing. The staff team of the agency hold regular meetings, to continually review the services offered and ensure the agency is developing as planned.

## **What has improved since the last inspection?**

This is the agency's first inspection.

## **What they could do better:**

The agency needs to recruit a qualified social worker and personnel information on all staff members, including freelance workers needs to be expanded upon. Children's care files need to be reviewed, with particular attention paid towards implementing a 'health' section. A number of key policies require review and amendment and the process of assessing prospective carers needs to be rigorously monitored and quality assured by the Panel.

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

The report of this inspection is available from [enquiries@csci.gsi.gov.uk](mailto:enquiries@csci.gsi.gov.uk) or by contacting your local CSCI office.

# **DETAILS OF INSPECTOR FINDINGS**

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Making a Positive Contribution

Achieving Economic Wellbeing

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# Being Healthy

## **The intended outcomes these Standards are:**

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

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

## **JUDGEMENT – we looked at outcomes for standard(s) 12**

The health and development needs of young people are not being fully met and one individual is being failed entirely.

## **EVIDENCE:**

Young peoples' care files were inspected, with particular attention paid towards health records. Whilst a number held relevant LAC documentation, there were instances whereby information pertaining to 'consent' for treatment was not clear; neither had such information been communicated clearly to all carers. The inspector discussed the need for a separate section within children's files to be dedicated to health matters, in order that any such 'missing' information could be readily spotted and 'chased'.

All of the young people had been registered with local health services and through conducting home visits and speaking with carers, it was evident that immediate health needs were, in the main, being met. This was not the case for one individual, who was in receipt of regular prescribed medication. The carer had not received clear guidance from the placing authority with regards the need for this medication, contraindications, or any other relevant details. The previous carers, from another agency, had given the carer a supply of the tablets and had written down the times the medication should be given. This scant level of information is not acceptable and a requirement has been made to address this issue.

# Staying Safe

## **The intended outcomes these Standards are:**

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

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

**JUDGEMENT – we looked at outcomes for standard(s) 3, 6, 8, 9, 15, 30.**

The agency is run by two suitably - qualified directors. Young people benefit by being carefully matched to carers who have the required skills and experience to meet their needs. Clear child - protection systems are understood by carers and effective monitoring tools are in place.

An insufficient recruitment policy poses potential risks to the safety and welfare of young people and further development is needed with regards the composition and function of the Panel.

## **EVIDENCE:**

The registered manager possesses twenty years previous experience in child - care services and is a qualified social worker. The personnel files of all of the staff were read and shortfalls pertaining to recruitment checks were identified. Although CRB checks had been conducted, there was no indication of written references being verified by telephone. The Administrator commenced with her post before all checks had been received and in some cases, there was no proof of identity held on file. These omissions were discussed with the manager and similarly, records held pertaining to freelance workers and drivers also fell short of requirements.

Four carers' homes were visited and, whilst all differed in terms of size and location, each provided suitable accommodation for those in placement. All carers confirmed receipt of the agency's Foster Carer Agreement, the contents

of which, comply with Schedule 5 requirements. However, one such document was found to be incomplete and the manager was advised of this. Through the reading of relevant documentation, it was clearly evident that the agency regularly 'turns down' initial referrals for placements. This occurs through the implementation of a thorough initial referral format, which carefully highlights 'matching criteria'. Unless the directors, who deal with all potential referrals, are confident that a 'good' match can be found, the referral is not pursued. New carers awaiting a placement told the inspector that, although they feel somewhat frustrated, the agency has clearly explained the reasons why they may be waiting for some considerable time and they understand this. The emphasis placed upon matching is a particular strength of the agency. 'Safe care' guidance for carers is clear and all approved carers have received training. Carers are required to keep daily records and report any instances of concern to the agency immediately. One example was found whereby a carer had implemented use of a physical intervention to maintain the safety of a young person. This was reported to the agency, however, the inspector advised that such instances must be urgently reported, clearly recorded and passed to the young person's placing authority, without delay. Systems are in place to monitor all allegations and complaints; files used to record such information are securely held and have been used. The inspector was able to track the information and determine that appropriate actions had been taken and timescales were met. The manager was advised to further develop these systems to enable greater monitoring and quality assurance. Given the infancy of the service, the Panel is also recognised as being a new body. All of the members possess a wealth of relevant experience and C.V.'s and CRB's are held on file for every individual. The issue of 'conflict of interest' has been clearly covered and all members have signed confidentiality agreements and terms and conditions. The Panel has clear access to a medical advisor and the agency manager now no longer plays an active role on the Panel, in order that she can fulfil the role of the agency decision maker. Through the perusal of previous Panel minutes, it was evident that such meetings had been quorate and clear notes had been recorded. It was positive to note that, in addition to processing assessments, the Panel is now starting to explore other areas of the agency's business and it is recommended that this continue. Currently, there are insufficient numbers of the agency's own social workers as Panel members. This reflects the size of the agency at present and is remedied by the use of independent qualified social workers as members. A requirement has been made to recruit qualified personnel, who will subsequently join the Panel. A further requirement is to expand upon the current written functions of the Panel to be more active in terms of monitoring the quality of Form F Assessments and for members to be provided with ongoing training, relevant to their roles and function.

# Enjoying and Achieving

## **The intended outcomes these Standards are:**

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

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

## **JUDGEMENT – we looked at outcomes for standard(s) 7, 13**

Diversity among carers and young people is valued and young people benefit through being supported to achieve their full potential at school.

## **EVIDENCE:**

All carers have received 'valuing diversity' training; this is underpinned by the agency's own policies and procedures regarding equal opportunities, discrimination, complaints and admissions. Carers receive written guidance in terms of supporting young people who may be bullied or discriminated against on grounds of racial origin, religion or disability. It is also the aim of the agency to continue to recruit carers from a range of diverse backgrounds themselves, in order to further enhance the matching process.

Within Foster Carer Agreements, a clear requirement is made of carers to actively support young people in school; this covers assisting with homework, attending parent evenings and plays, etc. One carer has been particularly active in terms of advocating on a child's behalf and has been in regular liaison with the school to monitor the placement and ensure all is being done to help the young person to achieve. The inspector also noted that the link worker for the agency also attends school reviews and meetings whenever her assistance is requested, usually in support of the carer.

# **Making a Positive Contribution**

## **The intended outcomes these Standards are:**

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

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

## **JUDGEMENT – we looked at outcomes for standard(s) 10, 11**

Young people benefit through being supported to maintain positive contact with those who are important to them.

Clear consultation processes ensure the views of carers and young people are sought, recorded and acted upon.

## **EVIDENCE:**

The agency actively promotes positive contact between young people and their birth families. Examples were seen whereby the carers and drivers, employed by the agency, work hard to ensure that such arranged visits happen in practice and are well – supported.

At the time of a placement being secured, the agency is clear in its communication with the placing authority to ensure that contact arrangements are identified and known, in order that they can be facilitated. Carers receive a clear brief to determine their own roles and responsibilities in this area; however, they are not 'pressured' to support contact visits in their own homes if they do not wish to.

As has been mentioned previously, the personnel records pertaining to drivers used by the agency must be reviewed, to comply with schedule 1 requirements.

Some good evidence was found to support that the agency actively seeks to obtain the views of children, carers and placing authorities, with regards the services provided. Young people informed the inspector that they are frequently asked by their carers and the agency link worker about all aspects of their care and are actively encouraged to participate at their own review meetings. Carers believe that they are listened to and able to ask questions of any member of staff of the agency. Placing authorities are asked for written

feedback at the end of a placement and this information is used for the purpose of continued quality assurance.

# Achieving Economic Wellbeing

## **The intended outcomes these Standards are:**

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

**The Commission considers Standards 29 the key standard to be inspected at least once during a 12 month period.**

## **JUDGEMENT – we looked at outcomes for standard(s) 14, 29**

Young people are well – supported to prepare for adulthood and carers benefit through receiving their payments and allowances on time.

## **EVIDENCE:**

Whilst the agency has a policy and procedure in place regarding preparing for adulthood, the contents need to be reviewed and expanded upon. Carers looking after such adolescents would also benefit from receiving specific training in this area.

The inspector spent time discussing the current situation of a young person, now in their late teens, with the carers and was most impressed with the work they are doing in an attempt to equip this individual with the skills and information they need. The carers are advocating strongly on this individual's behalf, as they are concerned that there is insufficient time to complete the necessary preparation for this individual to successfully leave care. This is a good example of carers advocating in the best interests of a child's well – being and the agency is also supporting this issue.

Written evidence was seen to demonstrate that carers are clearly advised of the allowances and agreed expenses, payable to them, before a placement is secured. Through carer questionnaires and speaking with individuals directly, there were no issues reported with regards carer payments.

# Management

## **The intended outcomes these Standards are:**

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

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

**JUDGEMENT – we looked at outcomes for standard(s) 1, 2, 4, 17, 19, 21, 24, 27, 28**

The statement of purpose does not currently hold all of the information required and services to carers and young people would improve through the recruitment of additional, qualified personnel.

The current training programme for staff and carers needs to incorporate a broader range of topics, to ensure children receive services from competent care - givers and case records for children require expansion.



The agency follows clear financial protocols, which results in a viable service that offers financial security to children and carers.

## **EVIDENCE:**

Although concise and informative, the current statement of purpose does not hold all of the information, as listed under standard 1.4 of the Fostering Regulations 2001. This was discussed with the Directors, who are clear about rectifying this shortfall and it was also recommended that the current Young Person's Guide be reviewed, to ensure versions are available for younger and older children and also for those who may have literacy difficulties, or for whom English is a foreign language. Within the Young Person's Guide, greater explanation is required with regards the agency's complaints procedure and the role of the CSCI.

The registered manager is a qualified social worker, with over 20 years' experience of working in child – care settings, within both local authority provision and the private sector. She is due to imminently commence with NVQ 4 management training.

Written evidence was seen to demonstrate that placing authorities are provided with clear purchasing information. The staff of the agency are fully aware of lines of accountability and responsibility and the potential issue of 'conflicts of interests' is clearly covered with staff, Panel members and freelance social workers used. Some clear monitoring systems are in place and the Directors were reminded of the requirement to routinely undertake and show evidence of, reviewing the agency's quality of care, (Regulation 42), which incorporates the elements listed under Schedule 7 of the Fostering Regulations 2001.

At the time of this inspection, the agency has four members of staff, with only the manager holding a recognised social work qualification. The current arrangements for 'on call' and 'deputising' are not sufficient and the agency is required to review its recruitment policy and seek to appoint a qualified social worker. Form F assessments were scrutinised; some concern was expressed in that one assessment had been completed over four visits and the carer was already well – known to the assessor; in this case, the registered manager. This practice has now ceased and all assessments are now being conducted by freelance social workers, known to the agency. The inspector discussed the need for a clear policy on the use of freelance workers; the agency's own criteria with regards the assessment process and evidence to demonstrate that the Panel undertake a clear role in the monitoring of the quality of such assessments.

Through the perusal of records, evidence was found to demonstrate that carers and staff are being provided with appropriate training; the majority of which is purchased from reputable external agencies. Written feedback is requested from all attendees at the end of each course, for evaluation purposes and training needs are identified throughout supervision meetings. The agency needs to ensure that all employed staff have a training / development plan in

place and that evidence can be shown to demonstrate carers have been provided with any specific training outlined as needed during their first assessment and subsequent annual reviews.

Whilst the agency has a clear strategy in place for working with and supporting carers, this would be enhanced through the recruitment of additional, qualified personnel. Carers interviewed felt well – supported and had not experienced any communication difficulties with the agency thus far.

Case records for children were scrutinised; these are securely held and access is suitably restricted. As previously mentioned, the agency is advised to give consideration to further developing the contents of files; in particular, with regards a separate medical section. A policy is in place to give guidance to carers on daily recording; this needs to be expanded upon, in terms of a policy on 'case recording', in accordance with standard 24.2. The manager was also advised to implement a document or pro forma, which clearly describes the intended duration and purpose of the child's placement. This is particularly useful in the event of missing LAC documentation, which was sometimes found. All carers are provided with a fax machine, in order that they can complete daily recording sheets and send them direct to the office without delay. At a team meeting, the inspector observed much discussion among the team regarding the current format used, demonstrating that this method is under constant review, as 'good practice' would suggest.

Throughout the course of the inspection, the inspector was provided with financial accounts and the agency business plan. The Responsible Individual and Registered Manager maintain a very close working relationship, which involves the regular scrutiny of expenditure. Financial responsibilities and processes are very explicit and clear and the agency follows a definitive growth plan. Procedures are in place to deal with any foreseeable financial crisis and accounts are properly audited by a registered accountant.

# SCORING OF OUTCOMES

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

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

"X" in the standard met box denotes standard not assessed on this occasion

"N/A" in the standard met box denotes standard not applicable

BEING HEALTHY	
<i>Standard No</i>	<i>Score</i>
<b>12</b>	1

STAYING SAFE	
<i>Standard No</i>	<i>Score</i>
<b>3</b>	3
<b>6</b>	3
<b>8</b>	3
<b>9</b>	2
<b>15</b>	1
<b>30</b>	2

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

MAKING A POSITIVE CONTRIBUTION	
<i>Standard No</i>	<i>Score</i>
<b>10</b>	3
<b>11</b>	3

ACHIEVING ECONOMIC WELLBEING	
<i>Standard No</i>	<i>Score</i>
<b>14</b>	2
<b>29</b>	3

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

NA

Are there any outstanding requirements from the last inspection?

## STATUTORY REQUIREMENTS

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

No.	Standard	Regulation	Requirement	Timescale for action
1.	1	3	The fostering service provider shall compile, in relation to the fostering service, a written statement (in these Regulations referred to as the "statement of purpose"). This requirement is made within the context of the current document needing review and amendment, to include all of the elements as listed under standard 1.4. Furthermore, the Young Person's Guide requires similar review, with particular attention paid towards the complaints procedure and the role and function of the Commission.	Action Plan to be received by CSCI by 25/9/05
2.	9	42(1) & (2)	The registered person shall establish and maintain a system for - (a) monitoring the matters set out in schedule 7 and (b) improving the quality of foster care provided by the agency. The registered person shall supply to the Commission a report in respect of any review conducted by him. This requirement is made within the context of the ongoing monitoring role of the manager, including her responsibility to	Action Plan to be received by CSCI by 25/9/05.

			forward such reports, at regular intervals, to CSCI.	
3.	12	15	The fostering service provider shall promote the health and development of children placed with foster parents. This requirement is made within the context of the agency needing to review the health section of children's case files, ensure that sufficient medical histories are known, including 'consent' issues and to further ensure that full and explicit details regarding any medication needs are expressly communicated to carers and where needed, supplementary training be provided.	Action Plan to be received by CSCI by 25/9/05.
4.	14	16(5)	Where any child placed with foster parents has attained the age where he is no longer required to receive compulsory full - time education, the fostering service provider shall assist with the making of, and give effect to, the arrangements for his education, training and employment. This requirement is made within the context of the agency providing clear and specific guidance for carers, supporting such individuals, including relevant training.	Action Plan to be received by CSCI by 25/9/05.
5.	15	20	The fostering service provider shall not employ a person to work for the purposes of the fostering service unless that person is fit to so. This requirement is made within the context of the recruitment policy requiring review and the personnel records for all employees, both permanent and freelance / sessional being updated to include all of the elements as listed under schedule 1.	Action Plan to be received by CSCI by 25/9/05.
6.	17	19	The fostering service provider	Action Plan

			shall ensure that there is, having regard to - (a) the size of the fostering service, its statement of purpose, and the numbers and needs of the children placed by it a sufficient number of suitably qualified, competent and experienced persons working for purposes of the fostering service. This requirement is made within the context of the agency needing to recruit a qualified social worker.	to be received by CSCI by 25/9/05.
7.	19	21(4)	The fostering service provider shall ensure that all persons employed by him - (a) receive appropriate training, supervision and appraisal. This requirement is made within the context of reviewing the current supervision format used, to ensure ongoing training needs are identified and provided for.	Action Plan to be received by CSCI by 25/9/05.
8.	24	22, Schedule 2	The registered person is required to review the current contents of children's case files, given the omissions found. Furthermore, a policy on case recording is to be implemented.	Action Plan to be received by CSCI by 25/9/05.
9.	30	24	The fostering panel shall include (a) two social workers employed by the fostering service provider. The registered person is required to provide a timescale by which this requirement will be .	Action Plan to be received by CSCI by 25/9/05.
10.	30	26(2) (a),(b),(c)	The fostering panel shall also - (a),advise on the procedures under which reviews are carried out, (b) oversee the conduct of assessments and (c) give advice and make recommendations on such other matters or cases the provider may refer to it. This requirement is made within the context of reviewing the current policy in place with regards the function of the panel.	Action Plan to be received by CSCI by 25/9/05.

## RECOMMENDATIONS

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

No.	Refer to Standard	Good Practice Recommendations
1.	17	It is strongly recommended that a policy pertaining to the assessment of prospective carers be written and implemented.
2.	18	It is recommended that the current whistle blowing policy be reviewed and amended. This should incorporate the agency's disciplinary policy for staff members and further include the role and function of the Commission.
3.	19	It is recommended that a separate training / development plan be implemented for all members of staff and that a full written induction package be designed and implemented.
4.	22	It is recommended that unannounced visits to carers occur at least annually and are explicitly recorded.
5.	23	It is recommended that the current range of training courses be expanded upon.
6.	24	It is recommended that carers be reminded of their duty to inform the agency of the of any such event, as listed under schedule 8, without delay.

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