



Champions for  
Social Care  
Improvement

# inspection report

Local Authority Adoption Services

## **London Borough of Waltham Forest Adoption Service**

1c The Drive  
Walthamstowe  
London  
E17 3BN

8th- 10th October and 7th November 2003

## **Commission for Social Care Inspection**

Launched in April 2004, the Commission for Social Care Inspection (CSCI) is the single inspectorate for social care in England.

The Commission combines the work formerly done by the Social Services Inspectorate (SSI), the SSI/Audit Commission Joint Review Team and the National Care Standards Commission.

### **The role of CSCI is to:**

- Promote improvement in social care
- Inspect all social care - for adults and children - in the public, private and voluntary sectors
- Publish annual reports to Parliament on the performance of social care and on the state of the social care market
- Inspect and assess 'Value for Money' of council social services
- Hold performance statistics on social care
- Publish the 'star ratings' for council social services
- Register and inspect services against national standards
- Host the Children's Rights Director role.

## **Inspection Methods & Findings**

SECTION B of this report summarises key findings and evidence from this inspection. The following 4-point scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

### **The 4-point scale ranges from:**

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

'O' or blank in the 'Standard met?' box denotes standard not assessed on this occasion.

'9' in the 'Standard met?' box denotes standard not applicable.

'X' is used where a percentage value or numerical value is not applicable.

## ADOPTION SERVICE INFORMATION

**Name of Local Authority**

London Borough of Waltham Forest Adoption Service

**Headquarters Address**

1c The Drive, Walthamstow, London, E17 3BN

**Adoption Service Manager**

Dee Morsom

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**Certificate number of this adoption service****Date of last inspection**

N/A

**Date, if any, of last SSI themed inspection of adoption service**

N/A

<b>Date of Inspection Visit</b>		8th October-10 <sup>th</sup> October 2003 and 7 <sup>th</sup> November 2003	<b>ID Code</b>
<b>Time of Inspection Visit</b>		10:00 am	
<b>Name of Inspector</b>	<b>1</b>	Vlasta Novak	127535
<b>Name of Inspector</b>	<b>2</b>	Sharon Lewis	073298
<b>Name of Inspector</b>	<b>3</b>		
<b>Name of Inspector</b>	<b>4</b>		
<b>Name of Lay Assessor (if applicable)</b> Lay assessors are members of the public independent of the NCSC. They accompany inspectors on some inspections and bring a different perspective to the inspection process.			
<b>Name of Specialist (e.g. Interpreter/Signer) (if applicable)</b>			
<b>Name of Establishment Representative at the time of inspection</b>		Dee Morson and Carol Lander	

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## INTRODUCTION TO REPORT AND INSPECTION

Local authority adoption services are subject to inspection by NCSC, to establish if the service is meeting the National Minimum Standards for Local Authority Adoption Services and the requirements of the Care Standards Act 2000, the Adoption Act 1976 as amended, the Adoption Agencies Regulations 1983 as amended and the Local Authority Adoption Service (England) Regulations 2003.

This document summarises the inspection findings of the NCSC in respect of London Borough of Waltham Forest Adoption Service. The inspection findings relate to the National Minimum Standards for Local Authority Adoption Services published by the Secretary of State under sections 49 of the Care Standards Act 2000.

The Adoption Agencies Regulations 1983 and the Local Authority Adoption Service (England) Regulations 2003 are secondary legislation, with which a service provider must comply. Service providers are expected to comply fully with the National Minimum Standards. The National Minimum standards will form the basis for judgements by the NCSC regarding notices to the local authority and reports to the Secretary of State under section 47 of the Care Standards Act 2000.

The report follows the format of the National Minimum Standards and the numbering shown in the report corresponds to that of the standards.

The report will show the following:

- Inspection methods used
- Key findings and evidence
- Overall ratings in relation to the standards
- Compliance with the Regulations
- Notifications to the Local Authority and Reports to the Secretary of State
- Required actions on the part of the provider
- Recommended good practice
- Summary of the findings
- Report of the Lay Assessor (where relevant)
- Providers response and proposed action plan to address findings

This report is a public document.

## INSPECTION VISITS

Inspections will be undertaken in line with the regulatory framework with additional visits as required. This is in accordance with the provisions of the Care Standards Act 2000. The inspection methods used in the production of this report are set out in Part B. Pre-inspection information, and the manager's written self-evaluation of the service, have also been taken into account. The report represents the inspector's findings from the evidence found at the specified inspection dates.

## BRIEF DESCRIPTION OF THE SERVICES PROVIDED.

Waltham Forest's adoption service is provided by social workers from the Adoption Team, which is an integral part of The Children's and Families division of the social services department. It is based at The Drive, in Walthamstow. There are currently three permanent social work staff employed by the adoption service. One staff member is on long-term sick leave. This post is covered by an agency social worker. An additional agency social worker is leading on adopter recruitment in the African Caribbean communities. The adoption service currently has limited administrative support.

The current Group Manager and Team Manager are employed on a locum basis. The Group Manager position is being recruited to. The adoption service has had a succession of managers in the past, which has presented the service with challenges.

Apart from providing suitable adoptive placements for children looked after, the adoption service also considers the needs of adults who wish to adopt, adopted children and their adoptive families and adults who were adopted as children. Post adoption support is an area, which is being developed.

## **PART A SUMMARY OF INSPECTION FINDINGS**

### **Inspector's Summary**

(This is an overview of the inspector's findings, which includes good practice, quality issues, areas to be addressed or developed and any other concerns.)

### **Statement of Purpose**

The statement of purpose and children's guide, must be further developed to incorporate the National Minimum Standards and Local Authority Adoption Regulations 2003.

### **Securing and Promoting Children's Welfare**

The current interim management team have addressed issues to ensure the needs and wishes, welfare and safety of children are at the centre of the adoption process. The adoption service evidenced the development of tracking tools, a commitment to life story work with children and exciting initiatives in adopter recruitment. Further engagement with family support teams is needed in relation to timescales and outcomes for children.

### **Prospective and Approved Adopters**

Potential applicants are welcomed without prejudice. There is a formal, thorough and comprehensive preparation and assessment procedure. Policy must be developed in relation to introductions planning. Further support should be provided to prospective adopters pre and post placement. Prospective adopters must be given up-to date information concerning the prospective child and must be prioritised where suitable matching has been identified.

### **Birth Parents and Birth Families**

Family Support Teams worked in partnership with birth parents to enable effective plans to be made and implemented for their children. The service is developing support to address the lifelong implications of adoption for the birth parent.

### **Adoption Panel and Agency Decisions**

The panel is properly constituted and comprises of relevantly qualified and experienced people. A good standard of practice was observed during the observation of the panel. Panel members identified further training in specific areas.

### **Fitness to Provide or Manage an Adoption Agency**

All managers of the adoption service are suitably qualified, knowledgeable and experienced. The interim management team demonstrated strong and effective leadership. They were described as having "a passion for improvement", however the service needs the stability of permanent managers in post.

### **Provision and Management of the Adoption Agency**

The service is currently managed in an effective manner and historical challenges have been addressed. Policies and procedures must be further developed to deliver a good quality service.



**Employment and management of Staff**

All social workers are appropriately qualified. Staffing must be kept under review and administrative support must be reviewed. Development needs of staff must be addressed.

**Records**

There are separate, appropriate records kept in respect of each child, prospective and approved adopters. The service needs to review its personnel records to comply with Regulations 2003.

**Fitness of Premises**

The premises are appropriately secure and insured. Shortfalls have been identified in relation to equipment and furniture.

**Reports and Notifications to the Local Authority and Secretary of State**

The following statutory Reports or Notifications are to be made under the Care Standards Act as a result of the findings of this inspection:

Report to the Secretary of State under section 47(3) of the Care Standards Act 2000 that the Commission considers the Local Authority's adoption service satisfies the regulatory requirements:

NO

Notice to the Local Authority under section 47(5) of the Care Standards Act 2000 of failure(s) to satisfy regulatory requirements in their adoption service which are not substantial, and specifying the action the Commission considers the Authority should take to remedy the failure(s), informing the Secretary of State of that Notice:

YES

Report to the Secretary of State under section 47(4)(a) of the Care Standards Act 2000 of a failure by a Local Authority adoption service to satisfy regulatory requirements which is not considered substantial:

NO

Report to the Secretary of State under section 47(1) of the Care Standards Act 2000 of substantial failure to satisfy regulatory requirements by a Local Authority adoption service:

NO

**The grounds for the above Report or Notice are:**

Related to legal requirements made during this Inspection.

**Implementation of Statutory Requirements from Last Inspection  
(Not relevant at first NCSC inspection)**

Requirements from last Inspection visit fully actioned?

NA

**If No please list below**

**STATUTORY REQUIREMENTS**

Identified below are areas not addressed from the last inspection report which indicate a non-compliance with the Care Standards Act 2000, the Adoption Agencies Regulations 1983 and the Local Authority Adoption Service (England) Regulations 2003.

No.	Regulation	Standard	Required actions

**Action is being taken by the National Care Standards Commission to monitor compliance with the above requirements.**

## STATUTORY REQUIREMENTS IDENTIFIED DURING THIS INSPECTION

Action Plan: The appropriate officer of the Local Authority is requested to provide the Commission with an action plan, which indicates how requirements and recommendations are to be addressed. This action plan is shown in Part D of this report.

### STATUTORY REQUIREMENTS

Identified below are areas addressed in the main body of the report which indicate non-compliance with the Care Standards Act 2000, the Adoption Act 1976, the Adoption Agencies Regulations 1983, the Local Authority Adoption Service (England) Regulations 2003 or the National Minimum Standards for Local Authority Adoption Services. The Authority is required to comply within the given time scales in order to comply with the Regulatory Requirements for adoption services.

No.	Regulation	Standard *	Requirement	
1	2(1)	LA1	The Statement of Purpose must be further developed to include all the information specified in Schedule 1.	01.06.04
2	3	LA1	The adoption service must ensure the children's guide contains all information specified in Schedule 2.	01.06.04
3	2(3) &(4)	LA5	Policy must be developed in relation to introductions planning and practice guidance for social workers.	01.06.04
4	7 (2)(e) AAR	LA5	Waltham Forest must ensure prospective adopters are given up-to date information concerning the prospective adopted child.	01.01.04
5	12 (1) AAR	LA3&LA5	The adoption service must ensure timely action is taken to prioritise prospective adopters where suitable matching has been identified.	01.03.04
6	12 (2) AAR	LA6	The adoption service must ensure adopters are sufficiently supported to achieve a successful and lasting placement for children.	01.01.04
7	12(2)(a)	LA11	Panel members should receive further training and development in the legal aspects of freeing, inter- country adoption, post adoption support and parallel planning training .	01.11. 04

8	2(3) &(4)	LA16	Policies and procedures must incorporate National Standards, National Minimum Standards and new legislation.	01.12.04
9	12(2)(a)	LA19	Social work staff must have the appropriate knowledge and skills outlined in Standard 19.9.	01.11.04
10	10	LA20	Administrative support and systems must be reviewed to facilitate the smooth running of the adoption service.	01.04.04
11	11(3)(d)	LA28	Personnel information for agency staff and panel members must be maintained in accordance with Schedule 3. Information must include photographic proof of identity, criminal records bureau check, two written references, documentary evidence of relevant qualifications, full employment history with satisfactory evidence of any gaps, if previously worked with children or vulnerable adults verification where practical of why employment ended.	01.04.04
12	16(1)	LA29	An allocated duty phone must be provided for the adoption service. The answer machine and fax machine must additionally be in good working order.	01.03 04
13	16(1)	LA29	The chairs in the training room are in a state of disrepair and must be replaced.	01.08 04

#### **GOOD PRACTICE RECOMMENDATIONS FROM THIS INSPECTION**

Identified below are areas addressed in the main body of the report which relate to the National Minimum Standards and are seen as good practice issues which should be considered for implementation by the Authority or Registered Person(s).

No.	Refer to Standard *	Recommendation Action
	LA2	The tracking tool should be refined to ensure robust systems are in place to pool information about children and adopters in Waltham Forest.
2	LA2	The adoption service should further establish engagement with family support teams in relation to timescales and outcomes for children.
3	LA3	In relation to prospective adopters being counselled out or withdrawn, better sharing and recording of decision-making and closure should be implemented.
5	LA4	Individual development of adoption workers should address how their personality impacts on the assessment process.
6	LA4	The adoption service should ensure adopters are adequately supported during the waiting process and kept informed of developments on a regular basis.
7	LA5	Ethnicity should be addressed in a more sophisticated way, to endeavour to meet a child's specific cultural needs.
8	LA5	The practice of assisting prospective adopters to prepare information about themselves for the child should be reintroduced.
9	LA7	The agency should develop or provide access to a support worker independent of the child's social worker from the time adoption is identified as the plan for the child.
10	LA9	The agency should have a clear strategy that recognises the lifelong implications of adoption for the birth parent.
11	LA11	Panel membership should be widened to include more experience of adoption and more male representation.
12	LA12	The adoption panel should be efficiently organised and administrative issues should be rectified.
13	LA13	The agency decision maker should receive all panel papers. Formal meetings should be held between the agency decision maker and panel chair to discuss quality assurance and other issues to promote and safeguard the welfare of children.
14	LA16	Adoption workers should attend key childcare reviews where adoption plans are likely to be considered. New childcare social workers should have a visit to the adoption team as part of their induction.
15	LA17	The adoption service should ensure the executive side of the council receive written reports on the management and outcomes of the adoption service to monitor progress.

16	LA20	The medical adviser should be issued with a contract and have their position confirmed in writing.
17	LA20	The adoption service should consider managing unallocated work on the duty system.
18	LA21	Further work should be considered to ensure adoption staff feel valued.
19	LA25	Front sheets and supervision discussions should be consistently maintained. Management signature and audit needed. The adoption service should consider having computerised access birth records information to improve efficiency.

- Note: You may refer to the relevant standard in the remainder of the report by omitting the 2-letter prefix e.g. LA10 refers to Standard 10.

**PART B****INSPECTION METHODS & FINDINGS**

The following inspection methods have been used in the production of this report

Placing authority survey	NO
Placing social worker survey	YES
Prospective adopter survey	YES
Approved adopter survey	YES
Birth parent / birth family member survey	YES
Checks with other organisations and Individuals	
• Directors of Social services	NO
• Specialist advisor (s)	YES
Tracking Individual welfare arrangements	YES
• Interview with children	NO
• Interview with adopters and prospective adopters	YES
• Interview with birth parents	NO
• Interview with birth family members	NO
• Contact with supervising social workers	YES
• Examination of files	YES
Individual interview with manager	YES
Information from provider	YES
Individual interviews with key staff	YES
Group discussion with staff	YES
Interview with panel chair	YES
Observation of adoption panel	YES
Inspection of policy/practice documents	YES
Inspection of records (personnel, adopter, child, complaints, allegations)	YES
Date of Inspection	8/10/03
Time of Inspection	09.50
Duration Of Inspection (hrs)	96
Number of Inspector days	12
Additional Inspection Questions:	
Certificate of Registration was displayed at time of inspection	NA
The certificate of registration accurately reflected the situation in the service at the time of inspection	NA
Total Number of staff employed (excluding managers)	3



The following pages summarise the key findings and evidence from this inspection, together with the NCSC assessment of the extent to which the National Minimum Standards have been met. The following scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The scale ranges from:

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

"0" in the "Standard met?" box denotes standard not assessed on this occasion.

"9" in the "Standard met?" box denotes standard not applicable on this occasion.

"X" is used where a percentage value or numerical value is not applicable.

## Statement of Purpose

The intended outcome for the following standard is:

- There is clear written statement of the aims and objectives of the adoption agency and the adoption agency ensures that it meets those aims and objectives.

Standard 1 (1.1 - 1.2, 1.3 (partial) and 1.4 – 1.7)

There is a clear written statement of the aims and objectives of the adoption agency which describes accurately what facilities and services they provide.

### Key Findings and Evidence

Standard met?

1

Waltham Forest Adoption service has incorporated their Statement of Purpose in the Children and Families Services procedure manual. The Statement of Purpose must be further developed to include all the information specified in Schedule 1, Local Authority Adoption Service Regulations 2003.

Policy statements were found to be supported by procedures and accurately reflect the Statement of Purpose. All staff have access to the Statement of Purpose and copies are available throughout the department.

The children's guide currently incorporates all of Children's Services and is not specific to adoption. The children's charter makes reference to adoption and the processes. Waltham Forest has additionally produced a children's guide to complaints. A children's guide should be produced which includes a summary of what happens at each stage (including at court), and how long each stage is likely to take. The adoption service must ensure the children's guide meets all information specified in Schedule 2, Local Authority Adoption Service Regulations 2003. The children's guide must contain the National Care Standards Commission details, the name, address and telephone number of the Children's Rights Director.

The department provides access to interpreters and translators to enable all service users to have access to departmental; guides and information. Oral and visual versions of documentation can be provided to meet specific needs.

Has the Statement of Purpose been reviewed annually?  
(Record N/A if the information is not available)

NA

Has the Statement been formally approved by the executive side of the council?

YES

Is there a children's guide to adoption?

YES

Does the children's guide contain all of the information required by Standard 1.4?

NO

## Securing and promoting children's welfare

The intended outcome for the following set of standards is:

- The needs and wishes, welfare and safety of the child are at the centre of the adoption process.

### Standard 2 (2.1 - 2.3)

The adoption agency has written plans for the implementation and evaluation of effective strategies to recruit sufficient adopters to meet the needs of the range of children waiting for adoption locally.

### Key Findings and Evidence

### Standard met?

2

Historically work with children who were in need of adoptive placements within the agency was subject to poor planning, decision making, drift and delay. There was a culture of adoption by default through a foster placement. Waltham Forest has a population of very young children whose needs were not being met. Minority ethnic children were not achieving best culturally specific matches. Adopters were being recruited and not used. Adopter recruitment strategy was not in place. Matches were not being made due to systems not being in place or information shared. The current interim management team have addressed all of these issues and attempted to ensure the needs and wishes, welfare and safety of children are at the centre of the adoption process.

Waltham Forest is in the process of implementing some exciting developments in adopter recruitment, particularly in relation to black and minority ethnic children. A worker has been specifically employed to undertake this task. Strategy includes working with British Association of Adoption and Fostering (BAAF) and outreach work to voluntary groups and churches within the African Caribbean community. Waltham Forest Direct switchboard service informs callers of the general recruitment campaign.

A tracking tool has been developed. This should be refined to ensure robust systems are in place to pool information about children and adopters in Waltham Forest. There should be engagement with family support teams in relation to timescales and outcomes for children. There are indications of better team working, in addition to better collaboration with other teams.

The adoption service stated every child waiting for adoption has a written recruitment strategy on file outlining steps undertaken by the adoption team to identify a suitable family match. The adoption service has a clear policy that ensures that due regard is given to the racial and cultural background of the child when matching children to families. The adoption service policy clearly supports the placement of siblings together, where possible. However, on occasions where this is not felt to be in the best interests of the individual children, then due regard is paid to contact arrangements so that sibling ties are preserved.

Life story work is undertaken with children by the social workers and adopters to ensure that they can make sense of what has happened in their lives. This will also cover issues around separation from siblings and written explanations will be provided for the child in a format they can understand. The adoption service has a staff member who has developed specialist expertise in this area and has contributed to BAAF publications. Information regarding the decisions made to place siblings separately is also recorded on the child's file so as to provide a formal written record, which can be made available at a later stage.

**In the last 12 months: STATISTICS CURRENTLY UNAVAILABLE**

How many children were identified as needing adoptive families?	30	
How many children were matched with adopters?	X	
How many children were placed with the service's own adopters?	X	
How many children were placed with other services' adopters?	X	
How many children were referred to the Adoption Register?	X	
In the last 12 months, how many children were matched with families which reflected their ethnic origin, cultural background, religion and language?	X	
What percentage of children matched with the adoption service's adopters does this represent?	X	%
How many sibling groups were matched in the last 12 months?	X	
How many allegations of abuse or neglect were made about adopters approved by this adoption service?	0	
On the date this form was completed, how many children were waiting for a match to be identified?	X	

## Prospective and approved adopters

The intended outcome for the following set of standards is:

- **The adoption agency recruits and supports sufficient adopters from diverse backgrounds, who can offer children a stable and permanent home to achieve a successful and lasting placement.**

**Standard 3. (3.1 – 3.3 and 3.5 - 3.6)**

Plans for recruitment will specify that people who are interested in becoming adoptive parents will be welcomed without prejudice, will be given clear written information about the preparation, assessment and approval procedure and that they will be treated fairly, openly and with respect throughout the adoption process.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>2</b>
<p>All recruitment literature and advertising makes it clear that applications from all sections of the community will be considered and treated on merit. All who contact the service for information are provided with an information pack clearly outlining the assessment process and approval procedure. Information outlining eligibility criteria for the adoption agency is sent out in response to requests for information. Applicants who wish to adopt a child from another country are provided with information regarding the eligibility criteria and the adoption process operating within that country.</p> <p>A database is being developed to improve the agency’s practice in relation to prioritising prospective adopters who are most likely to meet the needs of children awaiting adoptive placements. The adoption service is currently developing tracking tools for each child and identifying approved adopters who may have an interest in children currently waiting. To date this has enabled the adoption service to identify two families as potential matches for a sibling group of three children. A tracking tool is being developed to enable the team to identify those families waiting. Current plans include action to interview all waiting adopters to update records. The adoption service’s advertising strategy is currently being reviewed.</p> <p>The adoption service should consider information being available in different languages. This is dependant on the cultural needs of the children who need families.</p> <p>In relation to prospective adopters being counselled out or withdrawn, recording of decision making and closure should be implemented</p>		

**Standard 4. (4.1 – 4.9)**

**Prospective adopters are involved in a formal, thorough and comprehensive assessment, preparation and approval process.**

**Key Findings and Evidence**

**Standard met?**

**2**

Policies and procedures, discussions with the Adoption interim management team, adoption social workers and feedback from approved adoptive parents showed the assessment, preparation and approval process to be formal and comprehensive. Examination of forms F, training and preparation materials, adoptive parents' files, and observation of the family placement panel supported this view. The agency is clear that the safety of children is paramount and all adopters are carefully assessed to ensure that they are safe responsible carers for children. Systems are in place to ensure all necessary checks and references are undertaken.

Prospective adopters are assessed through home study reporting and attend preparation groups as part of the process. Prospective adopters had varied experiences of the assessment process. Serious time delays were identified in the time taken to complete the assessment, mainly due to social work absence. Concerns were additionally raised in relation to not being kept informed of the process. Other adopters stated clear identifiable process, which ranged from satisfactory to excellent. Different personalities of adoption social workers however, had an impact on the how adopters felt. It is recommended this is a focus for individual development.

The adoption service has a rolling programme of preparation groups every two months and monthly information evenings. Management stated that preparation groups are reviewed regularly to ensure that it meets the needs of all prospective adopters. All working practice of the adoption service is underpinned by the agency's commitment to equal opportunities and anti-discriminatory practice. Preparation and training includes materials and sessions on attachment and loss, challenging behaviour, life storybook work, contact and all aspects of child development. Some adopters felt more emphasis should be placed on attachment trauma and loss. Preparation groups are held at different times of the day to enable prospective adopters to attend. Adopters' feedback confirmed that they found the preparation group relevant and useful. The only issues raised were a preference for infertility/reasons behind wanting to adopt to be addressed in 1:1 sessions or later on in the group sessions and smaller groups. The content of the preparation groups is currently under review.

Each prospective adopter is linked with a member of the adoption team who, as part of the linking role, will keep them informed about the progress of their application. The adoption service have adopters who have been waiting over 12 months to two years. The adoption service should ensure adopters are adequately supported during the waiting process and kept informed of developments on a regular basis.

**Standard 5 (5.1 – 5.4)**

Approved adopters are given clear written information about the matching, introduction and placement process, as well as any support to facilitate this they may need. This will include the role of the Adoption Register for England and Wales.

**Key Findings and Evidence**

**Standard met?**

1

The interim management team reported that all families are now being entered onto the Adoption Register. A system is being put in place to ensure all future adopters will be given information more quickly. A matching consideration form is available, however matching details were not routinely collected. The adoption service has written information, which is supplied to all adopters detailing the matching, introduction and placing process. Policy must be developed in relation to introductions planning and practice guidance for social workers. Currently introductions are dependant on workers expertise and are not consistent. In the past this has been felt to contribute to placement breakdowns. The adoption service must support adopters to ensure a successful and lasting placement for children.

Information about the child is provided by the agency to enable the adopter to gain in-depth insight into the child being proposed as a match. The information is provided by way of written reports. Approved adopters had an equally varied experience of the information given to them concerning their adoptive child. Delays were identified; an interagency placement highlighted Waltham Forest “slowing down the process”. Other professionals and adopters highlighted misinformation and dissatisfaction of adoption process handled by Waltham Forest. Prospective adopters must be given up-to date information concerning the prospective adopted child. The adoption service must ensure timely action is taken to prioritise prospective adopters where suitable matching has been identified

Ethnicity must be monitored in relation to matching. Ethnicity should be addressed in a more sophisticated way to meet the child’s specific cultural needs. Although the match may meet racial origin, cross cultural issues should be better addressed.

The interim management team related that adoption team workers assist the adopters in providing a family book about themselves and their lives, which can be shared with any prospective child to be matched. These books include photos and written information in a child friendly format. This practice has lapsed and should be reintroduced.

The adoption service has experience of inter-country adoption and policies are in place.

The adoption service has introduced a system to pass on information in event of the death of an adopted child.

<b>Does the local authority have written procedures for the use of the Adoption Register?</b>	YES	
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**Standard 6 (6.1 – 6.7)**

**Adoptive parents are helped and supported to provide stable and permanent homes for the children placed with them.**

<b>Key findings and evidence</b>	<b>Standard met?</b>	2
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The adoption service has a support group for adopters, which is currently under review, as this has not been well attended. Adopters' views are currently being sought in relation to the future format of this group.

Post adoption support is provided by the agency through a contract arrangement with a voluntary agency. The adoption service is considering purchasing services from 'After Adoption'. In the event of placement difficulties, support is provided by the link worker and through the provision of training and the voluntary agency post adoption contract. A post adoption social work post is to be introduced; this must be kept under review.

The importance of maintaining a child's identity and strategies to address racism and other forms of discrimination is covered in the preparation groups and discussed on an individual basis with adopters by their link worker.

Adopters' views in relation to support were equally variable. Adopters highlighted the need for more practical support, financial support, emotional support in relation to Children and Adolescent Mental Health Services, ongoing training and emergency contact details. The adoption service must ensure adopters are sufficiently supported to achieve a successful and lasting placement for children.

<b>Number of adopter applications started in the last 12 months</b>	17	
<b>Number of adopters approved in the last 12 months- Statistics unavailable</b>	X	
<b>Number of children matched with the local authority's adopters in the last 12 months Statistics unavailable</b>	X	
<b>Number of adopters approved but not matched</b>	13	
<b>Number of adopters referred to the Adoption Register</b>	8	
<b>How many placements disrupted, between placement and adoption, in the last 12 months?</b>	0	



## Birth Parents and Birth Families

The intended outcomes for the following set of standards are:

- **Birth parents are entitled to services that recognise the lifelong implications of adoption. They will be treated fairly, openly and with respect throughout the adoption process.**

### Standard 7 (7.1 – 7.5)

The service to birth parents recognises the lifelong implications of adoption.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>2</b>
<p>Children's' files evidenced that Family Support Teams had worked in partnership with birth parents to enable effective plans to be made and implemented for their children. Children's assessments clearly indicated birth parents' views and contact details. Birth parents see and have the opportunity to comment on what is written about through the access to information policy.</p> <p>Waltham Forest recognises the need to develop independent support for birth parents from the time adoption is identified as a plan. The agency should develop or provide access to a support worker independent of the child's social worker from the time adoption is identified as the plan for the child.</p>		

### Standard 8 (8.1 – 8.2)

Birth parents and birth families are enabled to contribute to the maintenance of their child's heritage.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>3</b>
<p>Children's' files recorded birth parents views and contribution to the maintenance of the child's heritage. Birth parents are encouraged to provide written information and photos that can be kept safe and given to children at an appropriate stage. This process is further facilitated by contact arrangements. Feedback from adopters evidenced that contact arrangements were written down, reviewed and were satisfactory.</p>		

**Standard 9 (9.1)**

The adoption agency has a clear strategy for working with and supporting birth parents and birth families (including siblings) both before and after adoption. This includes providing information about local and national support groups and services and helping birth parents to fulfil agreed plans for contact.

**Key Findings and Evidence**

**Standard met?**

2

The Family Support Teams within the Local Authority work with birth parents and birth families both before and after adoption. A family support team manager related that details are given of the Post Adoption Society, an external organisation. As mentioned in Standard 7 this is an area which needs further development. The agency should have a clear strategy that recognises the lifelong implications of adoption for the birth parent.

## Adoption Panels and Agency decisions

The intended outcomes for the following set of standards are:

- Each adoption agency has an adoption panel which is organised efficiently and is effective in making quality and appropriate recommendations about children suitable for adoption, the suitability of prospective adopters and the matching of children and approved adopters.
- The adoption agency's decisions are made to promote and safeguard the welfare of children.

### Standard 10 (10.1 – 10.3)

Adoption panels have clear written policies and procedures about the handling of their functions and ensure that they are implemented.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>3</b>
<p>Waltham Forest have produced an Adoption Panel Handbook, which outlines policies and procedures in relation to the Panel and wider adoption process. This includes the panel's role, membership, regulatory and legal framework, terms of reference, panel quorate numbers, conduct of panel, role of members, presentation of cases and confidentiality.</p> <p>Prospective adopters have the opportunity to attend panel. An information guide has been compiled for prospective adopters attending panel. Adoption panel members additionally have procedures in relation to applicants attending panel.</p> <p>Good practice was noted during the panel observation. Panel was child focused, relaxed, addressed pertinent individual needs of child and demonstrated cultural awareness. The Chair summarised each case to be heard and clarified advice to panel members. Members participated and asked relevant questions. Members agreed the issues to be raised before the applicants were invited in. All applicants were encouraged to be at ease and were treated very respectfully. Panel members had name badges that detailed their role. Declarations of interest were indicated appropriately. Positive comments were fed back to social workers in relation to their assessments. The panel additionally recommended a paperwork template to inform quality social work practice.</p>		

**Standard 11 (11.1 – 11.4)**  
 The adoption agency shall ensure that each adoption panel is properly constituted, that panel members have suitable qualities and experience to be a panel member and have regular training to allow them to keep up to date with changes in legislation, guidance and practice. Where the adoption agency is involved in inter-country adoption, each member of the panel understands the implications of being adopted from overseas and seeks advice, when necessary, on the laws and eligibility criteria for the overseas country.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	2
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Waltham Forest’s adoption panel is properly constituted and comprises of relevantly qualified and experienced people. The panel has an independent chair that has vast experience and is renowned in the social care field. The panel includes a culturally diverse membership, however there is only one male. Membership should be widened to include more experience of adoption and male representation. A review of the membership of the panel is underway.

Checks are carried out on panel members including criminal records bureau checks (CRB) before they begin work.

The training programme for panel members is currently in progress. An annual training event is usually undertaken. The panel observation and discussion with panel members highlighted the need for further training and development in the legal aspects of freeing, inter-country adoption, post adoption support and parallel planning training. Appropriate training must be implemented to address these issues.

<b>Is the panel a joint panel with other local authorities?</b>	NO	
<b>Does the adoption panel membership meet all of the statutory requirements?</b>	YES	

**Standard 12 (12.1 – 12.3)**  
 Adoption panels are efficiently organised and conducted and are convened regularly to avoid delays in the consideration of prospective adopters and matching children and adopters.

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	2
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Panels are held monthly and additional dates are arranged to avoid delay for children and families waiting. Administrative issues were highlighted these included lateness of reports, problem with administrative support and panel minutes have not always got to the next panel. The adoption panel should be efficiently organised and administrative issues should be rectified.

The adoption service evidenced good practice whereby the adoption administrator sent letters to social work staff detailing the requirements for Panel.

During the panel observation delays were attributed to time waiting for court dates. Panel highlighted that a case should not have been presented to panel due to lack of information

**Standard 13 (13.1 – 13.3)**

The adoption agency's decision is made without delay after taking into account the recommendation of the adoption panel and promotes and safeguards the welfare of the child.

**Key Findings and Evidence**

**Standard met?**

2

The agency decision maker receives recommendations from panel and detailed minutes of how issues were weighed. A discussion with panel chair only occurs if there are problems. No formal meetings are currently held between the agency decision maker and panel chair. Both parties recognised the need to discuss quality assurance and would like to build in other capacities. Formal meetings should be held between the agency decision maker and panel chair to discuss quality assurance and other issues to promote and safeguard the welfare of children. It is recommended that the decision maker additionally receives panel papers. The panel handbook states agency decision made on basis of seeing all panel papers.

The adoption service is addressing the need to convey the agency's decision within the timescales outlined in the National Adoption Standards.

## Fitness to provide or manage an adoption agency

The intended outcomes for the following set of standards are:

- The adoption agency is provided and managed by those with the appropriate skills and experience to do so efficiently and effectively and by those who are suitable to work with children.

Standard 14 (14.1 – 14.3 and 14.5 – 14.6)

The people involved in carrying on and managing the adoption agency:

- possess the necessary knowledge and experience of child care and adoption law and practice and
- have management skills and financial expertise to manage the work efficiently and effectively and
- ensure that it is run on a sound financial basis and in a professional manner.

Key Findings and Evidence	Standard met?	3
<p>The adoption service is currently being managed by a locum Team and Group Manager. A permanent Group Manager for Adoption and Fostering has recently been recruited. There have been difficulties in recruiting permanent staff to the adoption team and there has not been a permanent manager for some time. All efforts are made to ensure the smooth management of the service despite these difficulties. The service however needs the stability of permanent managers in post.</p> <p>The agency has job descriptions and person specifications for all posts within the service.</p> <p>The Inspection found the service to be effectively and efficiently managed by appropriately qualified persons with extensive skills and experience. The interim management team demonstrated strong and effective leadership of the staff and operation and inspired confidence. They were described as having “a passion for improvement”. Historical challenges have been acknowledged. Their main concern has been to promote a child focused service in touch with the local community.</p>		

Does the manager have Management NVQ4 or equivalent?	NO	
Does the manager have at least 2 years experience of working in a childcare setting in last 5 years?	YES	

<b>Standard 15 (15.1 – 15.4)</b> Any person carrying on or managing the adoption agency are suitable people to run a voluntary organisation or business concerned with safeguarding and promoting the welfare of children.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	2
Corporate recruitment and selection policies and procedures are in place. Copies of references and checks should be kept for agency staff. This is further addressed under Standard 28.		

## Provision and management of the adoption agency

The intended outcomes for the following set of standards are:

- The adoption agency is organised and managed efficiently, delivering a good quality service and avoiding confusion and conflicts of role.

Standard 16 (16.1 – 16.7)

The adoption agency is managed effectively and efficiently.

**Key Findings and Evidence**

**Standard met?**

2

Waltham Forest is commended for recognising the need to develop the adoption team as a separate team from that providing other family placement services. Historically the adoption service was hindered by inactivity around crucial areas: Inadequate underpinning policies and procedures; No apparent overview of the adoption service and how it needed to develop. Overall the current view is a committed interim management arrangement, which has led to significant progress in a short time. The adoption service now has a clearer focus, identity and purpose and there is an awareness of what needs doing.

The adoption service has a substantial action agenda. Links with fieldwork teams are underdeveloped in the following areas: 4 month review stage, general awareness, shared ownership and management priorities, which need aligning. An Action plan has been specifically developed to address the Local Performance Service Agreement. (LPSA ). The action plan targets delay, advertising strategies, matching/links with other agencies, staff training and support, provision of adoption allowances and ensures all children are entered on the National Adoption Register. Regardless of LPSA targets the adoption service need to progress adoption as a mainstream option.

Adoption workers should attend key child care reviews were adoption plans are likely to be considered. Area meetings are now in process for childcare teams and joint training. Adoption Team Manager proposes to visit teams to establish better working relationships. New childcare social workers should visit the adoption team as part of their induction. Senior management demonstrated a commitment to address issues with legal services and family support teams.

The agency is run in accordance with the policy and procedures set out in the children and families procedure manual. There are clear arrangements when the manager is absent. The agency has a clear equalities policy, which underpins the work of the adoption service. Policies and procedures are revised and in draft format. Policies and procedures must incorporate National Standards, National Minimum Standards and new legislation.

**Number of complaints received by the adoption service in the last 12 months**

2



**Number of the above complaints which were substantiated**

0

**Standard 17 (17.1 – 17.3)**

**There are clear written procedures for monitoring and controlling the activities of the adoption agency and ensuring quality performance.**

**Key Findings and Evidence**

**Standard met?**

2

Waltham Forest's Children and Families Service Plan 2003-4 includes Adoption as a key area for improvement. The agency has a target of placing sixty-four children for adoption by 2005. The service plan addresses a review of the feasibility of renegotiating this target. This target does not include permanence. Information is sent on a monthly basis to Performance Strategy Group.

Elected members demonstrated a strong commitment to adoption and corporate parenting responsibilities. A marked improvement in monitoring the activities of the adoption service has been noted in the last few months. Currently reports are not provided within six monthly timescales to the executive side of the Council. The adoption service hopes to address this within their development plan. The adoption service should ensure the executive side of the council receive written reports on the management and outcomes of the adoption service to monitor progress.

The management information team in accordance with National Standards has implemented a tracking tool. This should be developed to include the date of agency matching decision and recommendation. In addition a similar tool should be introduced to track adopters.

The adoption service has a schedule of charges relating to services provided to outside agencies. There is a clear guide to adoption allowances and records are kept of allowances paid to individual adopters.

**How frequently does the executive side of the council receive written reports on the work of the adoption service?**

<b>Monthly?</b>	NO
<b>Quarterly?</b>	NO
<b>Less than Quarterly?</b>	YES

**Standard 18 (18.1 – 18.5)**

**The adoption agency has access to specialist advisers and services appropriate to its needs.**

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
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The adoption service has access to specialist advisors when required. The medical advisor attends the panel and offers specialist medical advice if required. A legal advisor also attends panel. During the observation of panel sound medical and legal advice was given. Health and education issues were addressed variably.

Waltham Forest provides a comprehensive directory of local providers of specialist advice, which is accessible to all staff within the department. Written protocol governing the role of specialist advisers are detailed in the panel handbook.

## Employment and management of staff

The intended outcome for the following set of standards is:

- The people who work in the adoption agency are suitable to work with children and young people and they are managed, trained and supported in such a way as to ensure the best possible outcomes for children waiting to be adopted or who have been adopted. The number of staff and their range of qualifications and experience are sufficient to achieve the purposes and functions of the adoption agency.

Standard 19 (19.1 – 19.14)

Anyone working in or for the adoption agency are suitable to work with children and young people and to safeguard and promote their welfare.

**Key Findings and Evidence**

**Standard met?**

2

The agency's recruitment policy and procedures ensure that all staff and advisors are appropriately qualified and experienced to work with children and have the necessary skills and experience to deliver the service.

The management stated the agency is fully committed to ensuring at least 20% of adoption social workers are enrolled, or have completed the Post Qualifying Child Care Award by 1 April 2006. One member of staff is currently enrolled on this course. Due to the difficulties in recruiting staff to the adoption team, further work is needed to ensure social work staff have the appropriate knowledge and skills outlined in Standard 19.9. An action plan is in place to address recruitment issues and it is hoped that this will enable the agency to attract more experienced staff. Currently, staff are supported and supervised by experienced managers with extensive knowledge and experience in adoption work. Adopters and other professionals highlighted individual good practice.

Birth records counselling service is currently being developed and plans are in place to appoint an experienced member of the team into the post placement post.

**Do all of the adoption service's social workers have DipSW or equivalent?**

YES

**What % of the adoption service's social workers have a PQ award?**

0

%

**Standard 20 (20.1 – 20.12)**

**Staff are organised and managed in a way which delivers an efficient and effective service.**

**Key Findings and Evidence****Standard met?****2**

Shortfalls in the adoption service were identified in relation to administrative support. The current level of administrative support has been adversely affected by changes of staff resulting from a recent review of the admin team. There is a need to urgently review the admin support and systems to facilitate the smooth running of the adoption service. Enquires from prospective adopters are managed within the duty system at present. There are plans to recruit a temporary response team to support the recruitment campaign, which has been planned for October and November 2003 to coincide with National Adoption Week.

Social work staff related that they now receive regular supervision. Staff stated that additional supervision is available in response to individual needs. Prior to recent change in management, staff reported that they did not receive supervision. Team meetings are held weekly and work is allocated within these meetings. Assessments are monitored through supervision and targets are set for completion of assessments. Timescales reflect the National Adoption Standards. The adoption service should consider managing unallocated work on the duty system, it is currently left to drift.

The adoption service works in partnership with a range of agencies including health, education, voluntary agencies and psychological services to support prospective and approved adopters. The medical adviser has not been issued with contract or had their position confirmed in writing. The adoption service should ensure these issues are rectified.

Information specified in Standard 20.12 is available in the comprehensive policy and procedure manual available to all staff within the service.

**Standard 21 (21.1 – 21.4)**

**There is an adequate number of sufficiently experienced and qualified staff to meet the needs of the adoption agency and they are appropriately supported and assisted in providing a service.**

**Key Findings and Evidence****Standard met?****3**

The staffing situation within the adoption service is too heavily reliant on agency staff.. Currently there are four social work posts with plans to increase to six. The number of staff posts currently meets the statement of purpose.

Waltham Forest states it is committed to retaining staff and has benefits in place including the introduction of enhanced salary scales. Further work is needed to ensure staff feel valued.

<b>Total number of social work staff of the adoption service</b>	<b>4</b>	<b>Number of staff who have left the adoption service in the past 12 months</b>	<b>0</b>
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<b>Number of social work posts vacant In the adoption service.</b>	1
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<b>Standard 22 (22.1 and 22.3)</b> The adoption agency is a fair and competent employer, with sound employment practices and good support for its staff.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
Waltham Forest strives to be a good employer and can demonstrate sound employment practices. The whistle blowing policy is detailed in Waltham Forest's personnel procedures.		

<b>Standard 23 (23.1 – 23.6)</b> There is a good quality training programme to enhance individual skills and to keep staff up-to-date with professional and legal developments.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
<p>Waltham Forest have produced a Continuous Professional Development Plan, which incorporates the training programme for Children and Families staff. Professional development is identified as a key aspect in improving services. The Area Child Protection Committee has additionally produced a strategic interagency training programme.</p> <p>Support and development of staff was not always there, but this is reported to have been better of late Staff are able to attend external training to further develop knowledge and skills. Staff are additionally able to expand on their personal expertise and areas of development. A skills audit has been recently conducted. Staff have regular appraisals and objectives are set which reflect the needs of the service. Training is evaluated and training needs are adjusted in line with both organisational and personal objectives. Targets are set which are measurable and relate to the targets for the overall service.</p> <p>Staff are kept informed of changes in legislation, guidance and case law by management briefings issued by the senior management team of the agency and also through team meetings and publications.</p> <p>The Adoption Taskforce are scheduled to contribute to the training and development of the service in November 2003. The interim Adoption Team Manager additionally wishes to establish joint training with the local Consortium.</p>		

## Records

The intended outcome for the following set of standards is:

- All appropriate records are maintained securely, kept and are accessible when required.

### Standard 25 (25.1 – 25.5)

The adoption agency ensures comprehensive and accurate case records are maintained for each child, prospective and approved adopter with whom the agency has worked.

Key Findings and Evidence	Standard met?	
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The adoption service has separate, appropriate records in respect of each child, prospective and approved adopters. All checks made in respect of prospective adopters are kept on file. All records are kept and stored securely. There is a clear policy regarding the storage of records. Records are accessible when required. Waltham Forest has recently introduced new guidance for all staff relating to case recording, and handling of personal information. Plans for more robust storage of records are underway.

Files contained relevant information. A good record of communication with other professionals was evidenced and included a case tracking schedule and email records. Front sheets and supervision discussions should be consistently maintained. Files were not kept to a consistent standard. Management signature and audit were needed. Birth records are currently archived in a hardback book. The adoption service should consider having computerised access to this information to improve efficiency.

### Standard 26 (26.1 – 26.2)

The adoption agency provides all relevant information from its case files, in a timely way, to other adoption agencies and local authorities with whom it is working to effect the placement of a child.

Key Findings and Evidence	Standard met?	
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All requests for information are dealt with in accordance with the case recording policy and procedures. The case recording policy and procedures incorporate the ethos of the Data Protection Act 1998 and the Human Rights Act 1998

**Standard 27 (27.1 – 27.6)**

There is a written policy on case recording which establishes the purpose, format, confidentiality and contents of files, including secure storage and access to case files in line with regulations.

**Key Findings and Evidence****Standard met?**

3

A case recording policy is in operation . Separate records are kept for staff, complaints and allegations. The agency has a comprehensive complaints procedure, which is provided, in both written and oral versions and in different languages. Complaints are recorded clearly with outcomes and action taken. Allegations relating to significant harm of a child are dealt with under child protection procedures. Written entries in files were signed, legible and distinguished between fact, opinion and third party information.

**Standard 28 (28.1 – 28.2)**

Up-to-date, comprehensive personnel files are maintained for each member of staff and member of the adoption panel.

**Key Findings and Evidence****Standard met?**

1

A central personnel team maintains personnel files on staff. Personnel information on the adoption panel members is held within the adoption service administration team.

Personnel information for three agency staff members were examined. Four panel members' files were additionally examined. Gaps in the required information was found. The adoption service must ensure personnel information for agency staff and panel members is maintained in accordance with Schedule 3. Information must include photographic proof of identity, criminal records bureau check, two written references, documentary evidence of relevant qualifications, full employment history with satisfactory evidence of any gaps, if previously worked with children or vulnerable adults verification where practical, of why employment ended.

## Fitness of Premises

The intended outcome for the following standard is:

- The premises used by the adoption agency are suitable for the purpose.

Standard 29 (29.1 – 29.5)

Premises used by the adoption agency are appropriate for the purpose.

**Key Findings and Evidence**

**Standard met?**

2

The adoption team is located on the first floor of a building shared with other specialist services. The adoption service would need more space to increase the number of staff within the team. The adoption team have access to a resource library, contact and training room. . Some chairs in the training room are in a state of disrepair and need to be replaced or repaired. The office is accessible, both in the day time and out of hours to staff for the purposes of meetings or training. Staff have access to computers and a new IT system is being introduced on 01/04/04. An allocated duty phone is needed for the adoption service. The answer machine and fax machine must additionally be in good working order. The building is adequately protected and insured. The adoption service falls within the council wide disaster recovery plan.



**PART C**

**LAY ASSESSOR'S SUMMARY**

**(where applicable)**

**Lay Assessor** \_\_\_\_\_ **Signature** \_\_\_\_\_  
**Date** \_\_\_\_\_

**D.1 Local authority manager's comments/confirmation relating to the content and accuracy of the report for the above inspection.**

We would welcome comments on the content of this report relating to the Inspection conducted on 8-10 October and 7 November 2003 and any factual inaccuracies:

Please limit your comments to one side of A4 if possible

**Action taken by the NCSC in response to the provider's comments:**

Amendments to the report were necessary	NO
Comments were received from the provider	NO
Provider comments/factual amendments were incorporated into the final inspection report	NO
Provider comments are available on file at the Area Office but have not been incorporated into the final inspection report. The inspector believes the report to be factually accurate	NO

**Note:**

In instances where there is a major difference of view between the Inspector and the local authority adoption manager, both views will be made available on request to the Area Office.

**D.2 Please provide the Commission with a written Action Plan by 2 March 2004, which indicates how statutory requirements and recommendations are to be addressed and stating a clear timescale for completion. This will be kept on file and made available on request.**

**Status of the Provider's Action Plan at time of publication of the final inspection report:**

Action plan was required	YES
Action plan was received at the point of publication	YES
Action plan covers all the statutory requirements in a timely fashion	YES
Action plan did not cover all the statutory requirements and required further discussion	NO
Provider has declined to provide an action plan	NO
Other: <enter details here>	

**Public reports**

It should be noted that all NCSC inspection reports are public documents.

### D.3 PROVIDER'S AGREEMENT

Local authority manager's statement of agreement/comments: Please complete the relevant section that applies.

D.3.1 I \_\_\_\_\_ of London Borough of Waltham Forest confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) and that I agree with the statutory requirements made and will seek to comply with these.

Print Name \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

Or

D.3.2 I \_\_\_\_\_ of \_\_\_\_\_ am unable to confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) for the following reasons:

Print Name \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

Note: In instance where there is a profound difference of view between the Inspector and the Registered Provider both views will be reported. Please attach any extra pages, as applicable.