

# inspection report

# **ADOPTION SERVICE**

**Wokingham District Council Adoption Service** 

PO Box 154, Shute End Wokingham Berks RG40 1WN

Lead Inspector
Susan Spencer - Newth

Announced Inspection 26th January 2007 09:30

The Commission for Social Care Inspection aims to:

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

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

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 Wokingham District Council Adoption Service

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Wokingham

Berks

RG40 1WN

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Fax number

**Email address** suzanne.fallon@wokingham.gov.uk

**Provider Web address** 

Name of registered provider(s)/company

(if applicable)

Wokingham District Council

Name of Nominated manager (if applicable)

Suzanne Fallon

Type of registration

Local Auth Adoption Service

# **SERVICE INFORMATION**

Conditions of registration: N/A

Date of last inspection 12th /

12th August 2003

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

Wokingham District Council's Adoption Agency is a member of the Berkshire Adoption Consortium, which was launched in January 2000. The adoption service is an integral part of Looked After Children's services.

The council offer the following adoption services:

- recruitment, preparation, assessment and approval of adopters
- matching adoptive parents to children
- independent support and counselling to birth parents and their families
- the assessment of children's needs in relation to permanent placements
- production of relevant reports for court
- support for children and adopters post-placement
- post-adoption contact
- counselling for adults who have been adopted.

The Berkshire Adoption Advisory Service (BAAS) provides a range of services on behalf of the 6 Berkshire councils which includes the servicing of 2 adoption panels for East and West Berkshire, a post adoption forum which includes representatives from each council, staff and adopters training, letterbox facilities, the chairing of life appreciation days, the management of direct contact arrangements (post adoption) and the co-ordination of adoption exchange events through which a number of children have been matched with families.

The Consortium arrangement facilitates the provision of a further range of specific adoption related services across the county on which all six unitary authorities can draw, including: a birth mother's group, a birth father's group and a 'tracing' group (schedule 2).

## **SUMMARY**

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

This is the second inspection by the Commission of Wokingham District Council's Adoption Service. Prior to the inspection fieldwork, the lead inspector read the supporting documentary evidence. Questionnaires were received from 6 prospective and approved adopters, 5 placing social workers, 3 placing authorities, and 3 specialist advisers.

Two inspectors spent 5 days in the agency and interviewed the following:

- a group of placing social workers
- 1 Independent Reviewing Officer (IRO)
- the manager of Berkshire Adoption Advisory Service
- the manager of the Child And Mental Health Service (CAMHS)
- administrative staff
- adoption support workers
- the adoption social workers
- the nominated manager
- the team manager of the adoption and permanency team
- the team manager of the family support team
- the agency decision maker
- the cabinet member with responsibility for children's social care services.

Four adoptive families were selected to be case tracked and this involved reading their files, the files of the children placed with them and they were interviewed at home. Two families in receipt of adoption support received telephone interviews. In addition, the adoption panel was observed and the chairperson was interviewed.

One inspector held a discussion with adopters prior to their formal support group.

A selection of files, including personnel files, adopters' and children's files were read during the course of the inspection.

The premises and archive storage were also inspected.

The inspection was extremely well organised by the managers of the service and the inspectors would like to thank them and the staff for their co-operation during the inspection and the hard work which they put in when organising both the pre-inspection material and the inspection programme. The openness and helpfulness of staff at all levels enabled the inspection to be carried out efficiently and effectively.

#### What the service does well:

The agency has a good recruitment strategy in place, which meets the needs of children requiring adoptive families. Children's wishes and feelings are respected and strenuous efforts made to ensure that children are matched to the most appropriate families who will meet their needs.

The preparation, assessment and approval of adopters is thorough and within appropriate timescales. Adopters said: "the preparation course was fantastic", "the assessment really made us think about the issues" and "the approval process was sensitive but also very in depth".

There is impressive post analysing of participation both of the preparation groups, the process of assessment and approval through to post adoption support.

There is evidence of excellent matching policy, procedure and practice, which focuses on the potential parenting capacity of adopters. Adopters are given clear information about the matching process and they confirmed that they were well informed throughout.

The panel is well organised, regular and there are no delays in making decisions.

Adoptive families receive very good support and a variety of services are available to the adults and children. One adopter said: "the support from our social worker was first class, we have found the whole process very positive".

Training courses delivered by the Berkshire Adoption Advisory Service (BAAS) were "great" and "very appropriate" according to adopters. In particular, the course 'involving the wider family and friends' was seen as "exceptional" by adopters who were either interviewed or completed questionnaires.

The direct work undertaken with children is very good and the life story work which informs the life storybook is of a good standard. There is also an exceptionally high take up rate for the services to birth parents supplied by the BAAS. It is commendable that Life Appreciation days are held for all children who have adoption as their plan.

Staff engaged in adoption work are knowledgeable, skilled and experienced. The day-to-day management of the agency is extremely good, with sound practice based, knowledgeable and experienced managers. Staff are well supported through regular supervision and good training opportunities. This ensures that a child centred ethos permeates throughout the agency.

## What has improved since the last inspection?

All matters which were raised as requirements or recommendations at the inspection in August 2003 had been attended to satisfactorily.

There are two children's guides, which have all the required information.

Procedures have been updated to include a clear policy on the recruitment of adopters and there is a procedure in place in respect to the transfer of information in the case of inter-agency placements.

Supervision decisions concerning practice issues are now being routinely filed on the relevant case files.

## What they could do better:

Adopters' assessments would benefit from more exploration and analysis of wider diversity issues. The recording of chronologies of significant events and career history should include months as well as years to enable any gaps to be identified. Social workers should give weight to referees opinions, link this into the assessment and health and safety checklists completed prior to placement should be evident on the case files.

Panel minutes that are held on files should include a record of who was in attendance at specific panels. The written notification to adopters should be reviewed to give more weight to its importance and signed by the agency's decision maker.

The establishment of preparation groups for second time adopters should be considered.

There needs to be a more systematic approach to the monitoring of case files and activity. There is a clear procedure for children's adoption files however; this is not adhered to in practice. Children's adoption files must be revised to ensure they meet regulations. There was no evidence of management oversight and adoption support files, in particular, had a worrying level of inaccuracies.

Adoption support assessments need to be completed in all cases and based on the assessment framework model, with timescales. The agency is aware of this and working towards it. The agency should also consider whose name post adoption files are collated in. The service at the present time is not coherent and this is reflected in the files.

Wokingham District Council should develop a strategy for adoption support services, which includes other agency involvement in line with the clear policy and procedures that are currently in place. There needs to be a co-ordinated approach to multi-agency involvement in adoption work. This will enable adopters to access services in a timely manner.

Currently the executive receive reports on the adoption activity annually however, this should be increased to six monthly.

The systems for monitoring personnel files and completing follow-up telephone enquiries to referees require attention. Adoption records are stored in locked cupboards; however, these are not placed in a secured room nor protected from fire and water damage.

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

The report of this inspection is available from <a href="mailto:enquiries@csci.gsi.gov.uk">enquiries@csci.gsi.gov.uk</a> or by contacting your local CSCI office. The summary of this inspection report can be made available in other formats on request.

# **DETAILS OF INSPECTOR FINDINGS**

## **CONTENTS**

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Making a Positive Contribution

Achieving Economic Wellbeing - There are no NMS that map to this outcome

Management

Scoring of Outcomes

Statutory Requirements identified during the inspection

# **Staying Safe**

#### The intended outcomes for these standards are:

- The agency matches children with adopters (NMS 2)
- The agency assesses and prepares adopters (NMS 4)
- Adoptors are given information about matching (NMS 5)
- The functions of the adoption panel are as specified (NMS 10)
- The constitution and membership of adoption panels are as specified (NMS 11)
- Adoption panels are timely (NMS 12)
- Adoption agency decision is made without delay and appropriately (NMS 13)
- The manager is suitable to carry on or manage an adoption agency (NMS 15)
- Staff are suitable to work with children (NMS 19)
- The agency has a robust complaints procedure (NMS 24 Voluntary Adoption Agency only)
- The agency safeguards and promotes the welfare of its service users (NMS 32)

The Commission considers Standards 2, 4, 5, 10, 11, 12, 13, 15, 19, 24 and 32 the key standards to be inspected.

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

2,4,5,10,11,12,13,15,19,32

Quality in this outcome area is good.

This judgement has been made using available evidence including a visit to this service. The systems in place for the preparation, assessment and approval promoting the making of safe placements for children.

#### **EVIDENCE:**

There was a clear focus on the needs of children throughout the adoption service. There are good systems in place to prioritise the recruitment of prospective adopters, which is clearly set out in the agency's policy and plan. It is recognised that because the service is small that adopters are recruited and prioritised to meet the needs of children within the consortium as well as

Wokingham. There is only one child awaiting an adoptive placement and four adopters waiting for a match.

There is a thorough, formal preparation and approval process, which includes a clearly set out preparation course; of which adopters spoke positively, without exception. Potential adopters found it "balanced", " thorough and thought provoking". Applicants are fully aware that the preparation course is part of the assessment process. The establishment of preparation groups for second time adopters should be considered.

On the whole the quality of adopters assessment reports is very good. They are analytical, insightful and generally well balanced. However, the exploration and analysis of wider diversity issues is inconsistent. Issues of race and culture are covered generally well, although, issues of sexuality and disability are rarely explored or pursued in assessments. Inconsistencies were found in the recording of chronologies of significant events and career history. These should include months as well as years to enable any gaps to be identified.

All assessments had appropriate criminal records checks. Statutory checks are undertaken in all cases. Appropriate references are taken up and follow up interviews take place. Social workers should give weight to referees opinions and link this into the assessment. Staff advise that health and safety checklists are completed prior to placement for all cases when children have been matched, however, there was no evidence of these on the case files seen.

The general standards of children's permanence reports are good. Although in one case the life history of the child's mother and grandmother's care episodes could have been contextualised to aid the understanding for the child in later life.

There is evidence of excellent matching policy, procedure and practice, which focuses on the potential parenting capacity of adopters. Adopters are given clear information about the matching process and adopters confirmed that they were well informed throughout. All placing social workers commented positively on their experience of placing children with Wokingham's adopters. There have been no disruptions of placements.

Because the children's adoption files are not a record from the "best interests" or "should be placed for adoption decision" (Shobpa) through to order, the permanency planning processes could not be easily assessed. One case highlighted significant delays in the plan for permanency however; this was subsequently contextualised by workers.

There is impressive post analysing of participation both of the preparation groups, the process of assessment and approval through to post adoption support.

The manager of the adoption team completes all initial and final second opinion visits. Adopters interviewed said that they found this "very beneficial" and "it clarified that all the issues had been covered". They said that this gave them confidence in the process and added clarity and validation of the process.

Overall, the adoption panel works well. The panel is properly constituted and there are clear policies and procedures, which are followed. There is an experienced, independent chair. The panel that was observed was well chaired. However, one mobile phone went off four times which disrupted the business considerably. There are emergency procedures for panel to meet to deal with urgent issues. Social workers confirm that there are no delays in getting to panel, therefore delays are kept to a minimum for children waiting for placements. Adopters are invited to panel throughout and although some found it a "daunting experience" the majority said that they were made to feel "welcome and at ease".

Since July 2006 a formal process has been adopted to enable the Panels to feed back observations to the 6 Berkshire authorities on both the contents of the reports presented to it and the manner in which the information is presented by the social worker(s) attending Panel. This has been seen as having a double purpose; firstly to assist authorities in monitoring the quality of their adoption work and secondly to contribute to the professional learning and development of social work staff working within the adoption field.

The minutes are informative and the panel administrator works effectively and with commitment to the provision of an efficient system. However, the minute items that are held on files should include a record of who was in attendance.

The agency decision maker is well informed and has all the available information when reaching a decision. The decisions are made within the timescales and the decision maker appropriately follows through issues. This has ensured a safe and effective service. Consideration should be given to the agency decision maker signing all confirmation letters.

The manager of the team is suitable to manage the service in terms of appropriate references and checks. She has a considerable range of skills and experience in adoption work as well as respect from across the service. Staff were similarly suitable to undertake their work for the adoption service. However, the system for monitoring personnel files requires some attention. One file observed did not have the required two references and the files seen were not easy to negotiate or read.

The Family Support Team clearly view the adoption service team and manager as having expert knowledge in their field. They advise that they "have every confidence in them"

## **Enjoying and Achieving**

#### The intended outcomes for these standards are:

- The adoption agency provides support for adoptive parents (NMS 6)
- The agency has access to specialist advisers as appropriate (NMS 18)
- Services are tailored to meet the needs of people affected by adoption (NMS 33)

The Commission considers Standards 6 and 33 the key standards to be inspected.

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

6,18,33

Quality in this outcome area is good.

This judgement has been made using available evidence including a visit to this service. There is a range of support available to adoptive families, which promotes and maintains secure placements.

#### **EVIDENCE:**

There is considerable evidence of good practice in terms of adoption support. Adopters overwhelmingly spoke of their total satisfaction in relation to the individual service that they receive from their workers. Adopters advised "our worker is brilliant" and "my worker goes out of her way to provide us with all the information we need".

There are two part time workers who currently cover this work and they impressed as knowledgeable and committed. However, the demand for this work is high and consideration should be given to ensure adequate resources are available. Although these workers undertake adoption support assessments, these need to be completed in all cases and be based on the assessment framework model, with timescales. This would ensure solution focused work and would not foster dependency. The agency should also consider in whose name post adoption files are collated. The service at the present time is not coherent and this is reflected in the files.

Adopters advise that whilst they are satisfied overall with the individual support that is offered, they feel frustration. This is in the main due to the wait for services such as the Child and Adolescent mental Health Service (CAMHS) and education support. Overwhelmingly they told us that Wokingham District Council does not have a co-ordinated approach to multi-agency involvement. The adoption support service has over the last year developed a stronger and closer working relationship with the authority's CAMHS service. The social work team manager CAMHS, the team manager, adoption and permanence, and the adoption support workers now meet on a regular basis to review both teams' respective roles and involvement with the families living within the authority who are receiving adoption support services from one or both teams and agree priorities.

All workers across the agency spoke very highly of the input from the Berkshire Adoption Advisory Service (BAAS). They advised that it is accessible and provides a wide-ranging level of expertise and advice on adoption issues. There was evidence of the effective use of other specialist advisers to the service. Workers said they had "excellent access to specialist advice". Social workers referred to the accessibility of medical advice, which was also fully utilised within the adoption panel. The legal advice was equally accessible. One social worker commented "we are very lucky, we have excellent support by our legal advisers"

## **Making a Positive Contribution**

#### The intended outcomes for these standards are:

- Birth parents and birth families are involved in adoption plans (NMS 7)
- Birth parents and birth families are involved in maintaining the child's heritage (NMS 8)
- The Adoption agency supports birth parents and families (NMS 9)
- Service users receive good quality services based on their needs (NMS 34)

The Commission considers Standards 7, 8, 9 and 34 the key standards to be inspected.

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

7,8,9 and 34

Quality in this outcome area is good.

This judgement has been made using available evidence including a visit to this service. The lifelong commitment to birth parents facilitates and enhances their ability to make a positive contribution towards their child's heritage and so give useful and accurate information to children about their history.

#### **EVIDENCE:**

The evidence from files, staff and questionnaires demonstrated a clear understanding of the significance of the heritage of adopted children. The children's social workers were extremely sensitive to the needs of birth families whilst retaining clear focus on the child.

The post adoption support workers are effective in ensuring that adopters have good support. One adopter told the inspector "I don't know what I would do without her" and another advised in a questionnaire "the support after our child was placed has been excellent".

Wokingham has a clear strategy for working with birth parents and recognises the life-long implications of adoption. All birth parents have access to the BAAS birth parents' project and reminders are sent frequently regarding services that are on offer to them. Last year the take up rate was an impressive 75%. This year the take up rate has been 59%, which is currently being evaluated. Feedback is elicited from birth parents and returned to the manager of the service for evaluation. This results in a transparent and pro-active approach.

There was evidence of real commitment to involving birth parents in the planning process and in the preserving of the child's heritage. The result of which can be found in life story work, which is given a high priority by both social workers and their managers. This work is completed to a high standard. It is commendable that Life Appreciation days are held for all children who have adoption as their plan; this is best practice as it means there is a record of significant people who have been involved in children's lives up to the time of their adoption.

## **Management**

### The intended outcomes for these standards are:

- There is a clear written statement of the aims and objectives of the adoption agency and the adoption agency ensures that it meets those aims and objectives (NMS 1)
- The agency provides clear written information for prospective adopters (NMS 3)
- The manager has skills to carry on or manage the adoption agency (NMS 14)
- The adoption agency is managed effectively and efficiently (NMS 16)
- The agency is monitored and controlled as specified (NMS 17)
- The staff are organised and managed effectively (NMS 20)
- The agency has sufficient staff with the right skills / experience (NMS 21)
- The agency is a fair and competent employer (NMS 22)
- The agency provides training for staff (NMS 23)
- Case records for children and prospective / approved adopters are comprehensive and accurate (NMS 25)
- The agency provides access to records as appropriate (NMS 26)
- The agency's administrative records processes are appropriate (NMS 27)
- The agency maintains personnel files for members of staff and members of adoption panels (NMS 28)
- The premises used by the adoption agency are suitable for purpose (NMS 29)
- The adoption agency is financially viable (NMS 30, Voluntary Adoption Agency only)
- The adoption agency has robust financial processes (NMS 31)

The Commission considers Standards 1, 3, 16, 21, 25 and 27 the key standards to be inspected.

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

1,3,14,16,17,20,21,22,23,25,26,27,28,29

Quality in this outcome area is good.

This judgement has been made using available evidence including a visit to this service. The agency is well managed at all levels and this ensures that a safe and effective service is provided to adopters and children.

#### **EVIDENCE:**

There is a clear statement of purpose, which reflects the operation of the service; it has been updated and endorsed by the executive. The authority has two 'pro-forma' Children's Guides which contain all the required information and which are used as a basis for writing personalised letters for each child placed, appropriate to his or her individual circumstances and level of understanding. There is a real commitment to the Children's Guide being used as an effective tool for working with children in preparing them for adoption.

Wokingham has a very good information pack, which has been updated following consultation and representation from adopters, thus ensuring that it is user friendly.

The initial response received by prospective adopters was of a high standard. Adopters commented that their enquiry was dealt with "sensitively" and "efficiently", and confirmed that there is an inclusive and open response to those approaching the service.

The manager clearly has the skills and knowledge to manage the adoption team. Equally, the manager of the family support service is child focused and knowledgeable about adoption. Staff across the service spoke highly of their managers in terms of support and accessibility. Some staff said that they "wouldn't work anywhere else".

The executive member is clearly committed to the corporate parenting role but needs to build up tighter reporting procedures, so that they and colleagues are clearly informed of developments. Currently the executive receive reports on the adoption activity annually however, plans are in place to increase this to six monthly. The executive member meets with the corporate director weekly on general matters.

Activity is monitored through supervision and appraisal however, there needs to be a more systematic approach to this. For example, consideration should be given to computerising the tracking system to ensure that accurate data is maintained so that this management information informs service development. The monitoring of files is not adequate across the service. There is a clear procedure for the maintenance of children's adoption files however; this is not adhered to in practice. They must be revised to ensure they meet regulations.

Files sampled had no evidence of management oversight and adoption support files, in particular, had a worrying level of inaccuracies including children's names and dates of birth, for example. There were also some inaccuracies in assessments. The agency needs to develop and implement a file auditing system that provides evidence of remedial requirements and action completed. The organisation and management of the service is effective. There are well-established structures in place. Family finding has early alerts due to the small team and effective informal communication links. However, family finders being routinely invited to reviews when permanency planning is started could further strengthen this.

The staff in the adoption service are well established and have considerable skill, knowledge and experience in childcare. Children's social workers saw the adoption team workers as having the expertise in adoption and as being "fantastic when you need that bit of advice". The working relationship between teams was seen to be good. The workers felt that "they worked very well together".

Wokingham was viewed positively as an employer. Supervision was valued and arranged regularly as well as informal supervision being available. Managers at all levels were viewed as "supportive" and "extremely approachable". Staff felt valued by the authority and one worker commented that they "wouldn't work anywhere else".

Staff and records showed that training was made available to staff, including a wide range of specialist training. All staff felt that they had been adequately prepared and supported during the introduction of the Adoption and Children Act. Staff across the agency advised that training was frequent and meets all their development needs.

Staff personnel files that were sampled had evidence of current criminal records checks (CRB) however, on one file there was a reference missing. The agency should review its maintenance of personnel files to ensure that they comply with their own policies and procedures and regulations. Panel members' files were seen as part of Reading's inspection.

The service is due to be relocated to alternative premises. At their current location records are stored in a locked cupboards, however, these are not placed in a secured room nor protected from fire and water damage. This requires attention.

## **SCORING OF OUTCOMES**

This page summarises the assessment of the extent to which the National Minimum Standards for Adoption 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		
Standard No	Score	
No NMS are mapped to this outcome		

MAKING A POSITIVE		
CONTRIBUTION		
Standard No Score		
7	3	
8	4	
9	3	
34	3	

STAYING SAFE		
Standard No Score		
2	3	
4	3	
5	3	
10	3	
11	3	
12	3	
13	3	
15	3	
19	2	
24	N/A	
32	3	

ENJOYING AND ACHIEVING	
Standard No	Score
6	3
18	3
33	3

ACHIEVING ECONOMIC WELLBEING		
Standard No	Score	
No NMS are mapped to this outcome		

MANAGEMENT		
Standard No	Score	
1	3	
3	3	
14	3	
16	3 3 3 3	
17	2	
20	2 3 3 3 3	
21	3	
22	3	
23	3	
25	2	
26	2 3	
27	2	
28	2	
29	3	
30	N/A	
31	N/A	

## STATUTORY REQUIREMENTS

This section sets out the actions, which must be taken so that the registered person/s meets the Care Standards Act 2000, Voluntary Adoption and the Adoption Agencies Regulations 2003 or Local Authority Adoption Service Regulations 2003 and the National Minimum Standards. The Registered Provider(s) must comply with the given timescales.

No.	Standard	Regulation	Requirement	Timescale
				for action
1	AD25	AAR (2005)	The agency must ensure that children's adoption files comply fully with the regulations.	31/05/07

#### **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	AD4	The establishment of preparation groups for second time adopters should be considered.
2	AD4	Completed health and safety checklist should be placed on all files and the months of adopters' employment histories should be obtained in every case.
3	AD17	The agency should ensure a six monthly report regarding the activities of the adoption agency is provided to the

		Council's executive members.
4	AD13	The written notification to adopters should be reviewed to give more weight to its importance i.e. signed by the decision maker.
5	AD27	The agency should ensure the file audit system is implemented effectively.
6	AD12	The agency should ensure that the panel minutes state the capacity in which panel members appear, and that this information is also available on the extract in the file.
7	AD6	The agency should develop a more strategic approach to providing adoption support and consider the arrangements in place to ensure a co-ordinated approach to multi-agency involvement in adoption work.
8	AD28	The agency should review its maintenance of personnel files to ensure that the authorities personnel procedures are implemented consistently in line with regulations.

# **Commission for Social Care Inspection**

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