



Making Social Care  
Better for People

# inspection report

Fostering Services

## **Chrysalis Care Ltd**

Kings House

7 Princes Street

Bexleyheath

DA7 4BQ

24th January 2005

## **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.

**FOSTERING SERVICE INFORMATION**

**Local Authority Fostering Service?**

NO

**Name of Authority**

**Address**

**Local Authority Manager**

**Tel No:**

**Address**

**Fax No:**

**Email Address**

**Registered Fostering Agency (IFA)**

YES

**Name of Agency**

Chrysalis Care Ltd

**Tel No**

0845 230 6656

**Address**

Kings House, 7 Princes Street, Bexleyheath, DA7 4BQ

**Fax No**

020 8304 3042

**Email Address**

info@chrysaliscare.org

**Registered Number of IFA**

H060000600

**Name of Registered Provider**

Chrysalis Care Ltd

**Name of Registered Manager (if applicable)**

Mrs Maureen Elizabeth Barnes

**Date of first registration**

3rd November 2003

**Date of latest registration certificate**

3rd November 2003

**Registration Conditions Apply?**

NO

**Date of last inspection**

21/10/03

<b>Date of Inspection Visit</b>		24th January 2005	<b>ID Code</b>
<b>Time of Inspection Visit</b>		09:30 am	
<b>Name of Inspector</b>	<b>1</b>	Sue Grindlay	136395
<b>Name of Inspector</b>	<b>2</b>		
<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 CSCI. 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>		NA	
<b>Name of Establishment Representative at the time of inspection</b>		Lynda and Louis Boden, Alle Pflaumer	

**Introduction to Report and Inspection**

**Inspection visits**

**Description of Fostering Service**

**Part A: Summary of Inspection Findings**

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

**Implementation of Statutory Requirements from last Inspection**

**Statutory Requirements from this Inspection**

**Good Practice Recommendations from this Inspection**

**Part B: Inspection Methods & Findings**

**(National Minimum Standards For Fostering Services)**

- 1. Statement of purpose**
- 2. Fitness to carry on or manage a fostering service**
- 3. Management of the fostering service**
- 4. Securing and promoting welfare**
- 5. Recruiting, checking, managing, supporting and training staff and foster carers**
- 6. Records**
- 7. Fitness of premises**
- 8. Financial requirements**
- 9. Fostering panels**
- 10. Short-term breaks**
- 11. Family and friend carers**

**Part C: Lay Assessor's Summary (where applicable)**

**Part D: Provider's Response**

**D.1. Provider's comments**

**D.2. Action Plan**

**D.3. Provider's agreement**

## INTRODUCTION TO REPORT AND INSPECTION

Independent and local authority fostering services which fall within the jurisdiction of the Commission for Social Care Inspection (CSCI) are subject to inspection, to establish if the service is meeting the National Minimum Standards for Fostering Services and the requirements of the Care Standards Act 2000, the Fostering Services Regulations 2002 and the Children Act 1989 as amended.

This document summarises the inspection findings of the CSCI in respect of Chrysalis Care Ltd. The inspection findings relate to the National Minimum Standards for Fostering Services published by the Secretary of State under sections 23 and 49 of the Care Standards Act 2000, for independent and local authority fostering services respectively.

The Fostering Services Regulations 2002 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 CSCI in relation to independent fostering agencies regarding registration, the imposition and variation of registration conditions and any enforcement action, and in relation to local authority fostering services 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 agreed regulatory framework with additional visits as required. This is in accordance with the provisions of the Care Standards Act 2000. The following inspection methods have been used in the production of this report. The report represents the inspector's findings from the evidence found at the specified inspection dates.

**BRIEF DESCRIPTION OF THE SERVICES PROVIDED.**

Chrysalis care is an Independent Fostering Agency that recruits and trains foster carers in Kent, Essex and South London. Chrysalis Care aims to provide a good quality service, to ensure it provides the best standards of care for looked after children. The agency is based in new office premises in Bexleyheath, but carers are in many areas including Whitstable and Luton, and support groups exist in these areas to complement the agency's support to carers. A newly developed Children's Service ensures that children and young people in placement are supported and their needs met by Chrysalis and its carers.

## 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.)

This is the first inspection since the agency relocated to offices in Bexleyheath in July 2004. The standards evident at the last inspection have been maintained, and, although the agency has expanded over the last year, the evidence is there that the agency is operating to a high standard. Their reputation in the marketplace and amongst placing boroughs is well deserved.

**1. Statement of Purpose (Standard 1) This standard was exceeded**

The Statement of Purpose is clear, comprehensive, well laid out and easy to access. The commercially produced Children's Guide, Parents' Guide and Complaints leaflet are equally good and convey the agency's message succinctly.

**2. Fitness to provide or manage a fostering service (Standards 2-3) Both these standards were met**

The Directors and Manager deliver a service professionally and from an informed position.

**3. Management of the fostering service (Standards 4-5) Both these standards were met, 1 was exceeded**

The service is managed efficiently and staff work together and complement each other's roles to provide a good fostering service.

**4. Securing and promoting welfare (Standards 6-14) All 9 standards were met, 2 were exceeded**

Systems are in place to safeguard the welfare of children. The Children's Services provides a valuable resource and the support to carers and young people around education and leaving care are particularly good.

**5. Recruiting, checking, managing, supporting and training staff and foster carers (standards 15-23) All 9 standards were met, 4 were exceeded**

Chrysalis has an experienced and skilled workforce. Foster carers are recruited who have demonstrable skills, and staff and carers are trained and supported to develop their roles.

**6. Records (Standards 24-25) Both standards were met**

Administrative records were well maintained, up to date and accessible.

**7. Fitness of premises for use as a fostering agency (Standard 26) This standard was met**

The new office premises suit the purpose of the agency. Some minor improvements will ensure the building can be utilised to its maximum.



**8. Financial requirements (Standards 27-29) All 3 standards were met**

The agency is thriving and appropriate systems are in place to ensure proper financial management.

**9. Fostering Panels (Standard 30) This standard was met**

The Panel was appropriately rigorous, and Panel members have a range of background experience to inform their discussions.

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

**(Local Authority Fostering Services Only)**

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 fostering 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 fostering 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:

NO

Report to the Secretary of State under section 47(4)(a) of the Care Standards Act of a failure by a Local Authority fostering 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 fostering service:

NO

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

## Implementation of Statutory Requirements from Last 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 and Fostering Services Regulations 2002.

No.	Regulation	Standard	Required actions	

**Action is being taken by the Commission for Social Care Inspection to monitor compliance with the above requirements.**

**COMPLIANCE WITH CONDITIONS OF REGISTRATION (IF APPLICABLE)****(Registered Independent Fostering Agencies only)**

Providers and managers of registered independent fostering agencies must comply with statutory conditions of their registration. The conditions applying to this registration are listed below, with the inspector's assessment of compliance from the evidence at the time of this inspection.

Condition	Compliance	
<b>Comments</b>		

Condition	Compliance	
<b>Comments</b>		

Condition	Compliance	
<b>Comments</b>		

Condition	Compliance	
<b>Comments</b>		

<b>Lead Inspector</b>	<b>Sue Grindlay</b>	<b>Signature</b>	_____
<b>Second Inspector</b>	_____	<b>Signature</b>	_____
<b>Locality Manager</b>	<b>Richard Turner</b>	<b>Signature</b>	_____
<b>Date</b>	<b>3<sup>rd</sup> February 2005</b>		_____

**STATUTORY REQUIREMENTS IDENTIFIED DURING THIS INSPECTION**

Action Plan: The appropriate Officer of the Local Authority or the Registered Person (as applicable) is requested to provide the Commission with an Action Plan, which indicates how requirements are to be addressed. This action plan will be made available on request to the Area Office.

**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 Children Act 1989, the Fostering Services Regulations 2002, or the National Minimum Standards for Fostering Services. The Authority or Registered Person(s) is/are required to comply within the given time scales in order to comply with the Regulatory Requirements for fostering services.

No.	Regulation	Standard *	Requirement	
1.	17(3)(b)	FS12	The Registered Person must ensure that foster carers are aware of the arrangements for giving consent to a child's medical treatment, specifically medical consent must be sought in all cases from the placing social worker.	29/4/05
2.	18(4)(a)	FS25	The Registered Person must ensure that the Complaints Leaflet includes the name, address and telephone number of the Commission for Social Care Inspection.	29/4/05

### 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
1.	FS9	It is recommended that the issue of taking photographs of children be reviewed and considered during exploration of Safer Caring, and that the Family Book reflects this ethos.
2.	FS19	It is recommended that there be more joint training between fostering service staff and carers to promote team working.
3.	FS22	It is recommended that carers receive unannounced visits, at least one each year.
4.	FS23	It is recommended that more carers are encouraged to register for the NVQ award.
5.	FS23	It is recommended that managers look at initiatives to promote training for carers including crèche provision and cash incentives.
6.	FS24	It is recommended that there is a permanent, private, secure and separate record for each child who is in placement.
7.	FS25	It is recommended that policy documents given to foster carers be indexed for easy reference.
8.	FS26	It is recommended that the interview room and boardroom on the ground floor be soundproofed to promote confidentiality.
9.	FS26	It is recommended that attention be given to the access road, in conjunction with other businesses using it, to make it safer and more accessible, particularly at night.
10.	FS26	It is recommended that soft seating and toys be provided if contact is to take place on the top floor, and that the play therapy section is partitioned off to make it a more contained space.
11.	FS30	It is recommended that training for Panel members be expedited.

\* Note: You may refer to the relevant standard in the remainder of the report by omitting the 2-letter prefix e.g FS10 refers to Standard 10.

## PART B                      INSPECTION METHODS & FINDINGS

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

Number of Inspector days spent	2
Survey of placing authorities	NO
Foster carer survey	YES
Foster children survey	YES
Checks with other organisations and Individuals	NO
• Directors of Social services	NO
• Child protection officer	NO
• Specialist advisor (s)	NO
• Local Foster Care Association	NO
Tracking Individual welfare arrangements	YES
• Interview with children	YES
• Interview with foster carers	YES
• Interview with agency staff	YES
• Contact with parents	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 foster carer training	YES
Observation of foster panel	YES
Inspection of policy/practice documents	YES
Inspection of records	YES
Interview with individual child	YES
Date of Inspection	24/1/05
Time of Inspection	9.30
Duration Of Inspection (hrs)	24

The following pages summarise the key findings and evidence from this inspection, together with the CSCI 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.

"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 statement of the aims and objectives of the fostering service and the fostering service ensures that they meet those aims and objectives.

### Standard 1 (1.1 - 1.6)

There is a clear statement of the aims and objectives of the fostering service and of what facilities and services they provide.

Key Findings and Evidence	Standard met?
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There is a clear Statement of Purpose that addresses all the aspects of the service. It was last updated in December 2004. Foster carers have a copy of this. In addition there is a well-produced Children's Guide, which is given to all children within the first two weeks of the placement. This tells the young person in a straightforward way what Chrysalis does, and informs them how to make a complaint. The telephone number for the Commission on the Complaints leaflet should be amended. Two other leaflets are produced. One, a parents' guide, emphasises the partnership aspect of fostering, and commendably brings parents into the equation. The other is a designated Complaints leaflet that enables anyone to voice a concern, complaint, or indeed compliment about the service. The strap line " <i>Transforming Lives</i> " and the butterfly logo appear on all documentation and effectively reinforce the message that the agency is trying to convey. This standard is exceeded.	
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## Fitness to Carry On or Manage a Fostering Service

The intended outcomes for the following set of standards are:

- The fostering service 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 2 (2.1 - 2.4)

The people involved in carrying on and managing the fostering service possess the necessary business and management skills and financial expertise to manage the work efficiently and effectively and have the necessary knowledge and experience of childcare and fostering to do so in a professional manner.

#### Key Findings and Evidence

Standard met?

3

There is a considerable degree of experience and skills amongst the directors and managers of the service. All have personal experience of fostering and/or social work and have built up a reputation for offering a professional service to local authorities. One of the directors and the General Manager have management qualifications. The Inspector understands that greater responsibility may devolve to the office manager as the two original directors are taking longer breaks away from the agency. Their daughter is a newly appointed Director, but she works part time. The role of the General Manager is a wide one, and her own development training in management is taken in her own time. These factors may impinge upon the management of the service.

### Standard 3 (3.1 - 3.4)

Any persons carrying on or managing the fostering service are suitable people to run a business concerned with safeguarding and promoting the welfare of children.

#### Key Findings and Evidence

Standard met?

3

There is evidence that issues around safety are given a high profile at Chrysalis. The assessment process is rigorous in ensuring that any children placed will be protected. All carers attend regular child protection training.

## Management of the Fostering Service

The intended outcomes for the following set of standards are:

- The fostering service is managed ethically and efficiently, delivering a good quality foster care service and avoiding confusion and conflicts of role.

Standard 4 (4.1 – 4.5)

There are clear procedures for monitoring and controlling the activities of the fostering service and ensuring quality performance.

**Key Findings and Evidence**

**Standard met?**

4

The expansion of the agency has meant that roles and accountability have been revised in the last twelvemonths. Certain tasks have been delegated within the management structure, and new procedures introduced for monitoring purposes. The systems in place for monitoring carers' recording and for ensuring the work of outside assessors reaches the standards expected of the agency are particularly good. Outside assessors are given a pack that includes Guidance notes, information about the portfolio, presentation at Panel and the Competence assessment Guidelines from the British Association for Adoption and Fostering (BAAF). There is also a précis of the Adult Attachment Interview Protocol. Assessors are invited to the office at the midway point for an interview with the Senior Social Worker responsible for Quality Control. This, and the Panel feedback, ensures consistency and the maintenance of a high standard of assessments. This standard is exceeded.

**Number of statutory notifications made to CSCI in last 12 months:**

15

**Death of a child placed with foster parents.**

0

**Referral to Secretary of State of a person working for the service as unsuitable to work with children.**

0

**Serious illness or accident of a child.**

14

**Outbreak of serious infectious disease at a foster home.**

0

**Actual or suspected involvement of a child in prostitution.**

0

**Serious incident relating to a foster child involving calling the police to a foster home.**

0

**Serious complaint about a foster parent.**

1

**Initiation of child protection enquiry involving a child.**

1

**Number of complaints made to CSCI about the agency in the past 12 months:**

0

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

0

**Standard 5 (5.1 - 5.4)**

**The fostering service is managed effectively and efficiently.**

**Key Findings and Evidence**

**Standard met?**

**3**

The Manager has a clear job description setting out her duties and responsibilities. The new system of accountability is represented diagrammatically and every one is clear about their role. Two senior members of staff have delegated duties within their role, and this enables responsibilities to be shared.

## Securing and Promoting Welfare

The intended outcome for the following set of standards is:

- The fostering service promotes and safeguards the child/young person's physical, mental and emotional welfare.

### Standard 6 (6.1 - 6.9)

The fostering service makes available foster carers who provide a safe, healthy and nurturing environment.

#### Key Findings and Evidence

Standard met?

3

During the carers' initial assessment a Health and safety check of their home is made and submitted to the Panel. Supervising Social workers update this at the annual review, and carers are expected to complete tasks arising from the check. Both foster carers' homes visited during the inspection appeared safe and well maintained. During the assessment carers must consider the issues of Safer Caring and develop a Family Policy that is presented to Panel along with the Form F (assessment). They also write a Fire Escape Plan, and this, and the Safer Caring Policy, are updated at reviews as necessary. The Panel's scrutiny of the documentation performs a further safeguarding function in ensuring that carers offer safe care. One young person who responded to the questionnaire, in answer to the question, 'What's the best thing about fostering for you?' answered "everything".

### Standard 7 (7.1 - 7.7)

The fostering service ensures that children and young people, and their families, are provided with foster care services which value diversity and promote equality.

#### Key Findings and Evidence

Standard met?

3

The agency has an Equal opportunities policy that applies both to staff and to carers. There are a number of ethnic minority carers. Equality, Diversity and Rights and Issues around Transcultural fostering are subjects for mainstream training in two locations later this year.

**Standard 8 (8.1 - 8.7)**

Local authority fostering services, and voluntary agencies placing children in their own right, ensure that each child or young person placed in foster care is carefully matched with a carer capable of meeting her/his assessed needs. For agencies providing foster carers to local authorities, those agencies ensure that they offer carers only if they represent appropriate matches for a child for whom a local authority is seeking a carer.

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

3

Chrysalis Care has a diverse group of carers, and careful matching at the point of placement ensures that children are placed with carers who can meet their ethnic, cultural and linguistic needs. Where there is an identified shortfall, this is addressed during the placement plan, and additional resources put in place, either through the agency, or through the support networks of the carers. Some Asian carers at the support group told the Inspector that they help each other with advice on language and cultural norms. The problem arises if the agency, and subsequently the carers, is not given full information at the start of the placement. Carers commented on this in their feedback forms. One said, *“The local authority does not tell the agency everything”*. Another said, *“I didn’t know the story of my child’s learning problems”*. Carers produce a “Family Book” during their assessment, and this pictorial introduction to the family is sent to the placing authority to be shared with the child before placement. A staff member told the Inspector the agency is “very protective” of the carers, in that it will not put forward a carer if the placement is not appropriate. Carers at the support group corroborated this and said that the agency had sometimes made a decision not to place, and this is entirely proper.

**Standard 9 (9.1 - 9.8)**

The fostering service protects each child or young person from all forms of abuse, neglect, exploitation and deprivation.

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

3

The agency has a Child Protection policy that aims to ensure that children are kept safe. Carers write their own Safer Caring Policy as part of their initial assessment. One carer told the Inspector that this made more sense once she had a child in placement, and she had added to her initial policy once issues like the danger of answering the door or the telephone became apparent. This shows that Safer Caring Policies need to be living policies, and adapted for the child in placement. The Inspector noted that the issue of taking photographs is considered as part of Safer Caring but came up in the Family Book without the same safeguards, and it is recommended that that this be reviewed (**Recommendation 1**). Carers also write a Behaviour Management Policy, stating how they will manage a child’s behaviour in the home. The Children’s Services Team supports carers by introducing behaviour modification charts, or suggesting ways of dealing with challenging behaviour. All carers and all members of staff must have an enhanced Criminal Records Bureau check before commencing work. The Inspector sat in on part of a Child Protection Training session for foster carers. Carers were being actively engaged looking at scenarios, and deciding whether the child had suffered abuse, what was the evidence and whether any doubt remained. The Inspector was pleased to note that two social work assistants, one newly recruited, joined carers for this training. One way of protecting children is to help raise their self-esteem. The agency does this in many ways. One is to hold competitions in their newsletter, and all entries receive a certificate and a small prize. One young person in the group said another young person ‘bosses’ him. Asked if he had reported this, he replied, *“They wouldn’t believe me”*. Carers and fostering staff need to be aware of risk of bullying.

<b>Percentage of foster children placed who report never or hardly ever being bullied:</b>	X	%
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<b>Standard 10 (10.1 - 10.9)</b>		
The fostering service makes sure that each child or young person in foster care is encouraged to maintain and develop family contacts and friendships as set out in her/his care plan and/or foster placement agreement.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
Arrangements for contact are discussed at the initial placement plan meeting. Carers are encouraged to facilitate contact for the young people in their care, either directly through contact in the home or at a contact centre, or by telephone. There are plans to develop the use of the top floor of the Chrysalis office building as a contact centre, and this must be managed so as not to encroach upon the therapy provision (see Standard 26). Carers who responded to the questionnaire were positive about contact and understood their role in promoting it. One said, <i>"I travel with the children, siblings and family members. I never miss a contact"</i> . Another carer said, <i>"I talk to the children about their parents"</i> .		

<b>Standard 11 (11.1 - 11.5)</b>		
The fostering service ensures that children's opinions, and those of their families and others significant to the child, are sought over all issues that are likely to affect their daily life and their future.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
Consultation papers are sent out to young people before the carer's review. The young people also have a support group where they can share any concerns they have. A <i>'Who Cares?'</i> magazine is sent out to all young people over the age of 12. In addition the Children's Services have devised a Life Plan game, which enables carers to undertake exploration of a young person's understanding of why they are in care in a non-threatening way. Children answer with an appropriate sticker, thumbs up or a question mark. Young people who answered the questionnaire said that they were not asked their opinions about their foster carers, nor about how the fostering service could be made better. Care Plans seen were not signed by the young person. The Inspector considers that children are consulted routinely about their care. Finally, the questionnaire sent to young people included the question, <i>"Is there anything you'd like the inspector to put in their report on your fostering service?"</i> One young person replied, <i>"I've got my goldfish"</i> . This shows that children's views do matter.		

**Standard 12 (12.1 - 12.8)**  
**The fostering service ensures that it provides foster care services which help each child or young person in foster care to receive health care which meets her/his needs for physical, emotional and social development, together with information and training appropriate to her/his age and understanding to enable informed participation in decisions about her/his health needs.**

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>3</b>
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Carers are encouraged to register children placed with them with their own G.P. Health information should be obtained through the placing social worker on the Essential Information forms. Children's Services have gathered a good resource pack of information on health and other matters. They organized a session for young people called, 'Sex, drugs and Rock and Roll' during which information was given to young people. Some children's files did not have medical consent, and this must be pursued with the placing borough **(Requirement 1)**. The social events organized by Chrysalis Care enable young people to build confidence and develop socially. As one young person put it, "In many ways they do help a lot. They come up with like Christmas parties for all the kids to have fun – to help them. It's not just you. There's other people in similar situations".

**Standard 13 (13.1 - 13.8)**  
**The fostering service gives a high priority to meeting the educational needs of each child or young person in foster care and ensures that she/he is encouraged to attain her/his full potential.**

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>4</b>
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Chrysalis sets a high store by promoting the education of the young people in placement. Supervising Social workers attend educational reviews and meetings to discuss a child's Personal Education Plan. In addition the Children's Services provide educational material for carers to work with their children, and the welcome pack includes for older children a calculator, and for younger children some sticker books, as a symbol of meeting educational needs. Carers are helped to set up fun activities with the children, for example bath time play, all geared to learning through play. These activities support and encourage learning, helping to address the detrimental effects of developmental delay or lack of early stimulation. If a young person is out of school the agency arranges tutoring from Skills 4 All. This standard is exceeded.

**Standard 14 (14.1 - 14.5)**  
**The fostering service ensures that their foster care services help to develop skills, competence and knowledge necessary for adult living.**

<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>4</b>
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Since the last inspection, this aspect of the work has expanded enormously. A leaving care package is now designed for young people who are on the brink of independence. The package includes vital information on independence skills, health, budgeting and includes sessions called 'Moving Forward'. This pack contains exercises in writing a cheque, working out the interest on a loan, First Aid, recipes and many more. Currently four young people are working through the programme. They will receive a grant from Chrysalis when they are leaving care. When they leave their placement they will take with them a small A5 filing pack of information. The standard of this material is excellent, and this standard is therefore exceeded.



## Recruiting, Checking, Managing, Supporting and Training Staff and Foster Carers

The intended outcome for the following set of standards is:

- The people who work in or for the fostering service 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 in foster care. The number of staff and carers and their range of qualifications and experience are sufficient to achieve the purposes and functions of the organisation.

### Standard 15 (15.1 - 15.8)

Any people working in or for the fostering service are suitable people to work with children and young people and to safeguard and promote their welfare.

#### Key Findings and Evidence

Standard met?

4

All members of staff with direct contact with children have appropriate qualifications and many have worked in the field of childcare for many years. The Children's Services Team is well qualified to be a resource for the whole agency. Through discussion with staff and carers, the 'culture' of the agency and its commitment to caring for children safely was evident. Personnel files were well ordered, and contained evidence of satisfactory CRB check, proof of qualifications, written references, and evidence that the referees had been contacted by telephone. This is good practice. Members of the Panel who worked for the agency demonstrated their child-centred approach in the Panel discussion. The Inspector considers that the agency is well staffed by people with a wide range of skills and experience. As a final word one young person told the Inspector, "Some of them are quite nice people". This standard is exceeded.

Total number of staff of the agency:

24

Number of staff who have left the agency in the past 12 months:

1

### Standard 16 (16.1 - 16.16)

Staff are organised and managed in a way that delivers an efficient and effective foster care service.

#### Key Findings and Evidence

Standard met?

4

The organization of Chrysalis Care is such that senior members of staff have specialist areas, but all the component parts of the service work together to deliver a competent and effective foster care service. There is good administrative backup, and support staff were clear about their roles, and to whom they were accountable. The Inspector spoke to a group of staff, many of who considered that they could offer a better service with Chrysalis than when they worked in a local authority. This freedom to be creative, and the good facilities and resources of the agency ensures that it is successful and enjoys a deservedly high reputation. This standard is exceeded.

<b>Standard 17 (17.1 - 17.7)</b>		
The fostering service has an adequate number of sufficiently experienced and qualified staff and recruits a range of carers to meet the needs of children and young people for whom it aims to provide a service.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
<p>The last twelve months has seen a rapid expansion in both numbers of staff and foster carers. The agency has been successful in recruiting carers who can take large sibling groups, and there are a significant number of black and ethnic minority carers. Considering the stated difficulty of recruiting social workers, the agency appears well staffed, and caseloads, though they have increased marginally, appeared to be manageable. Five out of six carers who answered the questionnaire said that there were enough staff in the service, and all said that they do a good job. One carer said that all the staff were, <i>“very well mannered and helpful”</i>. Foster carer recruitment is increasingly targeted, and a strategy that focuses recruitment campaigns on Luton, Essex and the London boroughs is likely to be the most productive. The assessment process is rigorous, and Chrysalis’s own guidelines ensure consistency in applying the process. Aspects of the assessment, such as the attachment interviews, ensure that carers recruited understand the nature of the task.</p>		

<b>Standard 18 (18.1 - 18.7)</b>		
The fostering service is a fair and competent employer, with sound employment practices and good support for its staff and carers.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	4
<p>In discussion there was a high degree of satisfaction with the agency from both staff and carers. Carers said that they could always get hold of their supervising social worker when required, and one carer said that she had once rung her supervising social worker at 11 o’clock at night for advice. Four out of six carers who responded to the questionnaire said that staff of the agency had asked their opinions about the way the agency is run. One carer said, <i>“We are always asked at each visit if anything needs to be brought to the attention of the directors”</i>. Despite the expansion and the new premises, carers believe the agency to be accessible and, in the words of one carer, <i>“like a family”</i>. Staff benefits included a company car, a monthly car allowance or mileage allowance, health insurance and a pension scheme. Bonuses are awarded for the number of placements supported. Despite this, there was no evidence that the quality of placement or the registration criteria of carers is compromised by this incentive scheme. Staff said that they were recognized for their hard work. A Whistleblowing Policy has just been drawn up with the help of an independent charity. A letter was sent to all staff but was undated. A strap line in the Personnel file read, <i>‘Developing our People not our Profit’</i>. The agency has recently been awarded the Investors in People Award. This standard is exceeded.</p>		

<b>Standard 19 (19.1 - 19.7)</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>	4
<p>There is a training programme for staff, and each member of staff is encouraged to pursue their own self-development. Staff training is identified through yearly appraisal and supervision. The staff member responsible for training is also a Volunteer for Kent Adult Education, known as a Kent Learning Champion. Three senior social workers have attended an Introduction to management Course. In terms of promoting staff development, this is commendable. The leap from practice to management is sometimes a difficult one. All staff were invited to attend a Fire Awareness course before Christmas and a fire drill a few days later put the procedure to the test. The Inspector noted that two members of staff joined carers for the Child Protection training that took place on the second day of the inspection, and it is recommended that more joint training be offered to promote good team working (<b>Recommendation 2</b>). This standard is exceeded.</p>		

<b>Standard 20 (20.1 - 20.5)</b>		
All staff are properly accountable and supported.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
<p>There is a clear line of accountability and staff receive supervision from their line manager. The Inspector noted that as two staff members are married, one is supervised by another Manager in the office.</p>		

<b>Standard 21 (21.1 - 21.6)</b>		
The fostering service has a clear strategy for working with and supporting carers.		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	3
<p>The agency has a clear policy for supporting foster carers. The supervising Social Worker visits at approximately fortnightly intervals, and has a link visit agenda sheet, to ensure that all areas are covered in the discussion. The carer signs this at the next visit, and retains a copy. Supervising Social Workers can be contacted at other times. Foster carers stated that they could always ring up and speak to someone at the agency if they needed some advice. One said, <i>"I just phone and someone will help me"</i>. No one could give an example of an occasion when support that was needed was not provided. Five out of the six foster carers who answered the questionnaire said that they were <i>"Very satisfied"</i> with the support from the agency. Some carers cited the support they got from the informal networks with other carers or from their own family members. Asian carers in Plumstead form a close-knit group, and some Whitstable carers meet also for mutual support. In addition carers can benefit from membership of the Fostering Network. The Inspector saw a Certificate of Appreciation that had been made for a carer who had moved a baby on to an adoptive placement. This form of acknowledgement is commendable and shows the carers they are valued.</p>		

**Standard 22 (22.1 - 22.10)**

The fostering service is a managed one that provides supervision for foster carers and helps them to develop their skills.

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

3

The supervising Social Worker has a clear agenda for visits that address issues around the child in placement as well as the development of the carers. Feedback from carers indicates that supervising social workers have got the balance right. One carer said, *"She is interested in the children. She cares about me as well"*. Carers stated that visits were always announced. At least one visit each year should be unannounced and this is a recommendation (**Recommendation 3**). Independent Reviewing Officers chair the carers' annual review, and consultation documents are sent to the placing Social Worker, the young person in placement and the supervising Social Worker. In the event of an allegation made against a carer, an independent support worker is used. Significant events were appropriately recorded and notified to the relevant bodies. The Children's Resources Team work alongside carers, supporting them with behaviour management, and strategies for care. This team approach is likely to help carers in the long run by modelling childcare approaches whilst not deskilling them.

**Standard 23 (23.1 - 23.9)**

The fostering service ensures that foster carers are trained in the skills required to provide high quality care and meet the needs of each child/young person placed in their care.

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

3

Training starts at the very beginning, and the assessment process starts the ball rolling. Prospective carers undertake a four-day training course, now entitled, *'Skills to Foster'*. They must begin a portfolio of evidence that is submitted for scrutiny along with the assessor's report. Post registration take up of training has been poor, and the Induction Training is now on line, with the view that carers can work through the material at their own pace, submitting exercises to the agency for ratification. The material consists of five units, linked to the TOPPS standards and the website is password protected. Feedback from carers in the questionnaires indicated that a range of courses had been attended, and subjects ranged from Child Protection, Diversity, Life Story Work, to Men in Foster Care and Drugs Awareness. The Panel received a report on training, and it was said that few carers manage to reach the agency's target of 80% attendance during the fostering year. It was suggested that this target was somewhat unrealistic, and that a more reasonable solution would be to aim for a minimum number of 4-5 over the course of the year. The Manager recommended consultation with the carers. Carers in the support group said that crèche facilities should be available, and one carer suggested that cash incentives might be offered to encourage greater take up. It is recommended that these suggestions be considered by the agency in making training more appealing (**Recommendation 5**). Two groups of five carers each are currently involved with NVQ training, and the first group is due to complete in March 2005. It is further recommended that more carers are encouraged to register for this award as the percentage in the agency is quite low as a whole (**Recommendation 4**).

## Records

The intended outcome for the following set of standards is:

- All appropriate records are kept and are accessible in relation to the fostering services and the individual foster carers and foster children.

### Standard 24 (24.1 - 24.8)

The fostering service ensures that an up-to-date, comprehensive case record is maintained for each child or young person in foster care that details the nature and quality of care provided and contributes to an understanding of her/his life events. Relevant information from the case records is made available to the child and to anyone involved in her/his care.

#### Key Findings and Evidence

Standard met?

3

Child Care files were tidy, up to date and well organized. It was noted that where there is a sibling group, the records for all the children are placed on one file, and it is recommended for good practice that the young people have individual case files (**Recommendation 6**). The list of headings for the monthly report prepared by carers is compatible with the Looked After Children format.

### Standard 25 (25.1 - 25.13)

The fostering service's administrative records contain all significant information relevant to the running of the foster care service and as required by regulations.

#### Key Findings and Evidence

Standard met?

3

The agency has a system of networked computers in their new accommodation, and this enables information to be accessed quickly. Some information has yet to be entered, but the system enabled information to be produced when required. Administrative records were clear, up to date and comprehensive. Files were well organized with sections colour-coded for easy reference. Policy documents held by foster carers were not indexed and information was difficult to access (**Recommendation 7**). Two members of the administrative staff have completed an NVQ in Business and Administration. The published information should be checked to ensure it is up to date. Specifically the Complaints leaflet should include the name, address and telephone number of the Commission for Social Care Inspection (**Requirement 2**).

Number of current foster placements supported by the agency:

87

Number of placements made by the agency in the last 12 months:

116

Number of placements made by the agency which ended in the past 12 months:

X

Number of new foster carers approved during the last 12 months:

21

Number of foster carers who left the agency during the last 12 months:

6

Current weekly payments to foster parents: Minimum £

330

Maximum £

370

## Fitness of Premises for use as Fostering Service

The intended outcome for the following standard is:

- The premises used as offices by the fostering service are suitable for the purpose.

Standard 26 (26.1 - 26.5)

Premises used as offices by the fostering service are appropriate for the purpose.

**Key Findings and Evidence**

**Standard met?**

3

Chrysalis Care moved into new accommodation in July last year, and this is the first inspection in the new premises. The office is a three-storey purpose built office building behind the Broadway in Bexleyheath. It is approached by car along an unadopted road, but is accessible on foot from the main road, and is only a few minutes walk from the train station. The office is spacious, light and well maintained. There is a small interview room and a boardroom on the ground floor and a large training room on the top floor. The office accommodation on the ground and first floors is open plan. An entry phone at the front of the building ensures that staff are aware of visitors to the building and there is a high fence around the perimeter, with gates that are locked at night for security purposes. The approach is somewhat formidable at night, and the uneven road surface a potential hazard, but once inside the building it suits its purpose well. The small interview room is not soundproofed and this needs to be attended to preserve confidentiality. The Play Therapist has a section of the training room upstairs and it is recommended that this be properly partitioned off to make a designated area, so that children are aware of the parameters. This will be especially important if the room is to be used for contact, and some soft seating and a range of toys and books will need to be sourced separate from the play therapy materials **(Recommendations 8, 9 and 10)**.

## Financial Requirements

The intended outcome for the following set of standards is:

- The agency fostering services are financially viable and appropriate and timely payments are made to foster carers.

### Standard 27 (27.1 - 27.3)

The agency ensures it is financially viable at all times and has sufficient financial resources to fulfil its obligations.

#### Key Findings and Evidence

Standard met?

3

The Directors of the company directly manage the Senior Finance Administrator and the Finance Administrator. There is no evidence to suggest that the agency is unable to meet its costs. Indicators from the children's play materials, and reading material available to staff in the office suggest that money is invested appropriately, not only in obtaining and retaining staff of a high calibre, but in good resources to get the job done. Staff corroborated this in discussion.

### Standard 28 (28.1 - 28.7)

The financial processes/systems of the agency are properly operated and maintained in accordance with sound and appropriate accounting standards and practice.

#### Key Findings and Evidence

Standard met?

3

Financial statements were not scrutinised in this inspection, but there is evidence that the agency is flourishing, and the Commission has received a letter from the agency's Accountants attesting to this fact. The Accountants confirm that they produce with the Directors an annual budget preparation; monthly management accounts and hold a monthly management meeting to discuss any variance or budget issues.

**Standard 29 (29.1 - 29.2)**

Each foster carer receives an allowance and agreed expenses, which cover the full cost of caring for each child or young person placed with him or her. Payments are made promptly and at the agreed time. Allowances and fees are reviewed annually.

**Key Findings and Evidence**

**Standard met?**

3

Foster carers have been paid by cheque until this point. Carers said they were always paid on time. The Directors have now agreed to make payments by a BAC system, which is more direct and quicker. Carers are given guidance from the agency in how to apportion the money, for clothing, holiday allowance, pocket money, birthday and festival allowance etc: and the percentage that is the reward element. Where additional money is deemed appropriate, for example for a uniform grant or for exceptional travel costs, this is negotiated by the agency with the local authority. If a carer buys clothes, the receipts are sent to the agency who reimburses the carer, and claims the money back from the local authority. When a placement ends a carer is paid a retaining fee of 20% of the last payment for eight weeks or until another placement is made. Two holiday properties, a caravan in Broadstairs and a flat in Tenerife are available for use by carers during school holidays.



## Fostering Panels

The intended outcome for the following set of standards is:

- Fostering panels are organised efficiently and effectively so as to ensure that good quality decisions are made about the approval of foster carers, in line with the overriding objective to promote and safeguard the welfare of children in foster care.

### Standard 30 (30.1 - 30.9)

Fostering panels have clear written policies and procedures, which are implemented in practice, about the handling of their functions.

#### Key Findings and Evidence

#### Standard met?

3

The Fostering Panel meets at least once a month to consider aspects of the functioning of the agency, to approve new carers, and to determine appropriate action in the case of a complaint or an allegation. The Panel has three new members, and, although there is a good range of skills and experience, there is some imbalance in the degree of participation and knowledge of processes. The Chair was very aware of this, and managed the debate on the day the Inspector observed in a professional and inclusive way. The Chair, who is a Senior Officer in a local authority Social Services department, is *“quite impressed”* with the agency, and the contributions by members of the staff who both sat on and advised the Panel, showed evidence of child-centred care planning. Each Panel member has a feedback form to comment directly on the quality of the assessment presented, and the Manager collates these at the end of each presentation. The Panel Administrator attended a course run by the British Association for Adoption and Fostering and this has helped in the preparation and distribution of the minutes. The issue of training for Panel members was raised and is being taken up by the General Manager. In view of the fact that the panel is newly reconstituted, it is recommended that this be put in place without delay (**Recommendation 11**).

## Short-Term Breaks

The intended outcome for the following set of standards is:

- When foster care is provided as a short-term break for a child, the arrangement recognises that the parents remain the main carers for the child.

### Standard 31 (31.1 - 31.2)

Where a fostering service provides short-term breaks for children in foster care, they have policies and procedures, implemented in practice, to meet the particular needs of children receiving short-term breaks.

Key Findings and Evidence	Standard met?	9
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This standard is not applicable.

## Family and Friends as Carers

The intended outcome for the following set of standards is:

- Local authority fostering services' policies and procedures for assessing, approving, supporting and training foster carers recognise the particular contribution that can be made by and the particular needs of family and friends as carers.

### Standard 32 (32.1 - 32.4)

These standards are all relevant to carers who are family and friends of the child, but there is recognition of the particular relationship and position of family and friend carers.

Key Findings and Evidence	Standard met?	9
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This standard is not applicable.

**PART C**

**LAY ASSESSOR'S SUMMARY**

**(where applicable)**

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

**D.1 Registered Person's or Responsible 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 <enter date(s) of inspection here> and any factual inaccuracies:

Please limit your comments to one side of A4 if possible

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

Amendments to the report were necessary

Comments were received from the provider

Provider comments/factual amendments were incorporated into the final inspection report

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

**Note:**

In instances where there is a major difference of view between the Inspector and the Registered Provider responsible Local Authority fostering service 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 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

Action plan was received at the point of publication

Action plan covers all the statutory requirements in a timely fashion

Action plan did not cover all the statutory requirements and required further discussion

Provider has declined to provide an action plan

Other: <enter details here>

**Public reports**

It should be noted that all CSCI inspection reports are public documents. Reports on children's homes are only obtainable on personal application to CSCI offices.

**D.3 PROVIDER'S AGREEMENT**

**Registered Person's or responsible Local Authority Manager's statement of agreement/comments: Please complete the relevant section that applies.**

**D.3.1 I \_\_\_\_\_ of \_\_\_\_\_ 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.

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