inspection report

FOSTERING SERVICE

Royal Borough of Windsor & Maidenhead
Fostering Services

Social Services Department
4 Marlow Road
Maidenhead
SL6 7YR

Lead Inspector
Lucy Martin

23rd – 26th October 2006 9:30
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
This is a report of an inspection to assess whether services are meeting the needs of people who use them. The legal basis for conducting inspections is the Care Standards Act 2000 and the relevant National Minimum Standards for this establishment are those for Fostering Services. They can be found at www.dh.gov.uk or obtained from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering: www.tso.co.uk/bookshop

*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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<td><strong>Name of service</strong></td>
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| **Address**            | Social Services Department  
                        | 4 Marlow Road  
                        | Maidenhead  
                        | SL6 7YR |
| **Telephone number**   | 01628 798888 |
| **Fax number**         | |
| **Email address**      | |
| **Provider Web address** | |
| **Name of registered provider(s)/company (if applicable)** | Royal Borough of Windsor and Maidenhead |
| **Name of registered manager (if applicable)** | |
| **Type of registration** | Local Auth Fostering Service |
SERVICE INFORMATION

Conditions of registration:

Date of last inspection 24th October 2005

Brief Description of the Service:

The Royal Borough of Windsor and Maidenhead operates a family placement service in relation to Adoption, Fostering and Family-Based Respite Care for children with a disability. The team is known as ‘FARS’ (fostering, adoption and respite).

The team is located in central Maidenhead with other local authority children’s services. A Team Manager, who is in turn, responsible to one of three service managers, heads the FARS team. The three service managers oversee all children’s work and are responsible to the Head of Safeguarding and Specialist Services for Children.

Although workers within the team may take a lead on, or have a special interest in, some aspects of the work, all engage in the variety of tasks associated with the work of the team. Fostering services provided by the team include: short term placements, long term placements, emergency placements and short breaks for children and young people with disabilities.

At the time of this inspection the number of children placed by the Service is 40 and there are approximately 30 foster carers.

As this Fostering Service is a Local Authority there are no fees charged for placements.
SUMMARY
This is an overview of what the inspector found during the inspection.

Before the inspection questionnaires were sent to all children over 7 years of age in foster care, to parents, foster carers and the placing social workers. The Manager supplied pre-inspection information and sent the inspector key documentation.

The inspection took place over four days and the inspector met with:

- The Team Manager, Assistant Team Manager, Children’s Service Manager and the Head of Safeguarding and Specialist Services for Children.
- The whole FARS team and four workers individually.
- Four foster households and the foster children in their homes.
- A group of foster carers who were attending the regular support group
- An HR representative regarding the recruitment procedures and checks.

Samples of case records, staff recruitment records and policies and procedures were looked at. Feedback was given to the Team Manager, Assistant Team Manager and the Children’s Service Manager at the end of the inspection.

What the service does well:

The Royal Borough of Windsor and Maidenhead has a strong fostering service that carries out its duties well. There is strong, effective leadership of the team from the Assistant Team Manager level upwards. There is an experienced staff team, who are enthusiastic about the work and remain committed to improving and developing practice.

There are good links with other teams including education and health. These links help to ensure that there is effective promotion of education for fostered young people and their health needs are well looked after. There is good consultation with young people who are now involved in the reviews of foster carers.

Foster carers feel well supported and are offered excellent training opportunities.
What has improved since the last inspection?

A strong feature of this service continues to be its willingness to develop and improve its knowledge and practice. There have been a number of improvements made since the last inspection including the development of risk assessments. The forms have been standardised and the range extended to include a number of areas including matching and extensions to approvals.

More established links with other agencies have been made including health and education and local religious communities. There is now a dedicated Child and Adolescent Mental Health Service worker who can help and advise foster carers.

A pilot project has been in progress to include the views of young people and their parents in the annual reviews of foster carers and this is now going to be fully implemented.

What they could do better:

There are issues surrounding the membership of the joint fostering panel which need to be resolved to ensure that the Fostering Services Regulations 2002 are met.

There are occasions when young people in foster placements are cared for by adults who have not been police checked. There are legal difficulties preventing fostering services from carrying out these checks at present but it is recommended that at a minimum a risk assessment is carried out prior to the young person being left in their sole care.

All the recruitment checks for new employees are generally being carried out but the HR file does not contain evidence of the phone verification of references as this is carried out by the Team Manager. To improve practice, it is recommended that evidence that all the recruitment checks have been carried out is kept in one place.

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

The report of this inspection is available from enquiries@csci.gsi.gov.uk or by contacting your local CSCI office.
DETAILS OF INSPECTOR FINDINGS

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Being Healthy

Staying Safe

Enjoying and Achieving

Making a Positive Contribution

Achieving Economic Wellbeing

Management

Scoring of Outcomes

Statutory Requirements Identified During the Inspection
Being Healthy

The intended outcome for this Standard is:

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

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

JUDGEMENT – we looked at the outcome for Standard:

12

Quality in this outcome area is excellent.

The foster carers actively promote the health and development of children with good support from the fostering service.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

A holistic approach is taken to the health of the young people in foster care and the fostering service has comprehensive policies and procedures, including The Promotion of Health and Development of Children in Foster Care, which is underpinned by Department of Health guidance. There is a specialist nurse for looked after children and young people so a dedicated service is available for health assessments of the young people in foster care and for advice. The nurse is also a member of the Fostering Panel.

There are good links between the local authority services at a senior level concerning health matters, with the fostering Service Manager leading the Teenage Pregnancy Strategy, the lead on Healthy Care and the Children and Adolescent Mental Heath Services (CAMHS). Since the last inspection there is now a named CAMHS worker that foster carers can ring up for advice and support.

The supervising social workers provide advice and support to foster carers and monitor attendance at health appointments. Each fostered young person has a health care plan which is regularly monitored.
Foster carers felt that information regarding health matters was given to them at the time of the placement and that they were acting as an advocate on the young person’s behalf. They felt that the fostering service supported them in helping the child they cared for to be healthy and one foster carer commented ‘just recently, the eldest child placed needed a gluten free diet which was totally new to me so my supervising social worker helped me surf the net to get a better understanding of what it was all about and to discover what foods she could eat. It was a great help.’ Young people spoken with in foster care said that they felt their health needs were being met.

There is an excellent range of training available to foster carers in 2006 –7 covering all areas of health including first aid, food hygiene, alcohol and drug misuse and child protection and explaining epilepsy. The fostering service also runs a multi-disciplinary conference on Healthy Care each year. This year the focus was on emotional health and took place the week before this inspection and received positive feedback.

Last year the Royal Borough of Windsor and Maidenhead introduced a scheme whereby foster carers and foster children get free entrance to the Borough’s leisure centres. Both foster carers and foster children continue to be extremely positive about this development and regularly use the facilities. This indicates a good commitment to the health needs of the young people.

Overall, there was much evidence to indicate good practice and that this standard is exceeded.
Staying Safe

The intended outcomes for these Standards are:

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

The Commission considers Standards 3, 6, 8, 9, 15 and 30 the key standards to be inspected at least once during a 12 month period.

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

3, 6, 8, 9, 15, 30

Quality in this outcome area is good.

The fostering service has effective systems in place to ensure that children and young people placed are kept safe.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The sample of recruitment records seen provided evidence that robust checks are made before employment. Criminal Records Bureau (CRB) checks are carried out prior to employment and routinely updated every three years. All the fostering staff have social work qualifications and are members of the General Social Care Council (GSCC). Medical checks and two written references are routinely obtained, although one of the three files seen only had a second verbal reference which had not been followed up in writing. At present it is practice that the fostering Manager carries out the telephone verification of the reference and so this evidence is not held in the HR file together with all the other checks. It is a recommendation to improve current practice that evidence that all the required checks have taken place is contained in the HR file. Advice was given that this is an administrative task which could be carried out by the HR team.
The inspector visited the homes of four foster carers. All were seen to be warm, comfortable, well maintained and suitable for the children who were living there. Each young person had their own bedroom and this is seen on an annual basis by the supervising social worker on the unannounced visit. A health and safety checklist is completed as part of the approval process and an annual inspection of the accommodation takes place. First aid kits, fire blankets, smoke detectors and safes are provided as a matter of course.

At the last inspection it was a recommendation that further work is undertaken to develop the use of risk assessments to ensure higher levels of consistency and that there is evidence that they are reviewed on a regular basis. This has been done and there is now an indexing system in place regarding risk assessments and a standardised format of good quality. The forms are also signed by the child’s social worker. There was evidence that much work had been gone into developing the use of risk assessments and this is an area of improvement.

The fostering service works hard to ensure that each child or young person placed in foster care is matched with a carer capable of meeting their assessed needs. There is a comprehensive placement request form which informs and enables the matching process. Placement decisions cover all areas of need including race, culture, linguistic and health. Over the period April 2005 – March 2006, there has been an increase of 25% in placement availability and therefore placement choice. A diversity of carers in terms of ethnic origin, religion and language has been recruited and there is excellent placement stability.

The case tracking of four young people provided good evidence of the matching processes. One young person was placed with a similar family in terms of his religious needs and the new more detailed matching risk assessment provides details of any gaps in the match.

At the last inspection it was recommended that the use of the existing format for Foster Placement Agreements is reviewed to ensure that any form used is fully completed and contains specific reference to elements of matching and identifies any gaps. This was difficult to assess as the Children’s social work teams have been using the Integrated Children’s System (ICS) since March 2006 which means that all records are held electronically. The inspector was shown the two electronic forms which make up the Foster Placement Agreement – the ICS Looked After Plan and the Placement Information Record. The inspector was informed that these documents, together with a detailed matching risk assessment form, contain all the details areas required within the Foster Placement Agreement. The only area not covered are overnight stays which has been recognised and is being addressed. This meets the recommendation and this area will be looked at again on the next inspection to see how it is working in practice.
Awareness of issues around abuse are covered in the preparation training for new carers and foster carers can attend the multi-disciplinary training in child protection which is offered by the borough. Prospective carers are informed of the requirement to give an undertaking not to use corporal punishment and post approval, sign the foster care agreement. Training for foster carers in child protection in 2006-7 include child protection and disabled children, child protection and emotional abuse, emotional abuse, child protection conferences and risk assessments.

Since the last inspection the procedures regarding allegations against carers have been revised involving input from an existing foster carer. A training event on allegations against carers is being held in November 2006 with the Child Protection Co-ordinator.

Safe caring guidelines are drawn up with each foster family and copies of the guidelines were seen in foster carers files. The safe caring guidelines relate to the foster home and any specific issues around safe caring for an individual child in placement are recorded on the matching risk assessment.

There was clear evidence on foster carers’ files that CRB checks are carried out every three years including any adult members of the household. Advice was given that this information is kept on a spreadsheet that is easily updated. Discussions took place regarding the need to CRB check any adults, other than approved foster carers or adult members of their family, who looked after fostered children in the foster carers home for any reason and had unsupervised access. There are legal difficulties preventing fostering services from carrying out CRB checks on these people at present but it is recommended that a risk assessment is carried out prior to a young person being left in their sole care.

The Fostering Panel is a joint panel with two other members - another local authority and an independent fostering provider. Since the last inspection the Chair of the Panel has resigned and a new Chair has recently been appointed. The Fostering Panel was not observed during this inspection. Discussions took place regarding Panel membership and it was clear from Panel minutes that there had been occasions when each of the joint members had not had one social worker on the Panel which does not meet Regulation 25(3) of the Fostering Services Regulations 2002. The Fostering Manager indicated that the Panel Adviser had occasionally assumed the role of the social worker for that agency. There is also the issue whether the social worker for the joint members needs to be a consistent member of Panel. These issues are currently being considered by the legal department of CSCI and in discussion with the joint members of the Fostering Panel. However, it is a requirement of this report that the membership of the Fostering Panel meets the Fostering Services Regulations 2002.
Enjoying and Achieving

The intended outcomes for these Standards are:

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

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

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

7, 13, 31

Quality in this outcome area is good.

The fostering service has effective systems in place to ensure that diversity is valued and educational achievement is promoted.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The fostering service has a diversity policy which covers matching, challenging discrimination, promoting equality, supporting carers and children and foster carer training. There are foster carers from a range of backgrounds in terms of age, gender, religion, ethnic origin, language, culture and sexuality which helps the matching process. Where gaps in matching are present, there was clear evidence of the work being undertaken to address them. For example, one Muslim young person placed with Christian foster carers was going to Mosque with another Muslim young person in foster care, together with his foster carers who are Muslim. There are positive relationships with the local Mosque and a link has been made with the Sikh temple.

All staff have completed equality and diversity training and a training event on equality and diversity with specific reference to fostering and the needs of carers with cross cultural placements took place in December 2005. There are plans to run a training event for foster carers and staff on unaccompanied minors in December 2006.
There has been continued work undertaken to ensure a high priority is given to meeting the educational needs of the young people in foster care. 75% of the young people leaving foster care this year have achieved 5 or more GCSE grades A* - C. There was good evidence from the four young people case tracked that the fostering service and the foster carers are proactive in contacting schools and attend meetings whenever necessary. One of the case tracked young people had recently won an award for being the highest achiever at her school. Other young people were receiving additional help including individual tutoring.

All the young people in foster placements have Personal Education Plans in place which are regularly reviewed. Since the last inspection PEP's are included in the paperwork in foster carers files as well as the young person’s file and there is a specific team member who has responsibility on liaising on education issues. Every young person in foster care who can use or needs a computer has access to one in the foster home and this is provided by the local authority if necessary.

The fostering service provides two types of short-term breaks for children. Relief care is available to foster carers caring for children on a full-time basis and respite care provides care for children with disabilities, who usually live with their parents. The fostering service has 4 respite carers providing respite care to a total of 8 children with special needs. In addition, there are 5 relief carers, proving short breaks to other foster carers. It has been identified that more carers need to be recruited who can provide respite care for children with disabilities and this is a recognised area for development. A new member of staff has been recruited who has the skills and experience to develop this area of work.
Making a Positive Contribution

The intended outcomes for these Standards are:

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

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

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

10, 11

Quality in this outcome area is excellent.

Foster carers’ and young people felt that the arrangements for contact work well and there is excellent consultation with young people.

This judgement has been made using available evidence including a visit to this service.

EVIDENCE:

The children and young people in foster placements are encouraged to maintain and develop family contacts. The foster carers spoken with understood the importance of maintaining these relationships and were generally very positive about the arrangements made for contact. Foster carers are often involved in the arranging and transporting of the children and young people to contacts. The authority has worked hard to ensure that the detailed arrangements for contact and any cancellations or alterations are communicated to foster carers and this appeared to be working well.

Young people spoken with said that they felt listened to by their foster carers and that they knew how to complain. The area of consultation with young people and their carers has been a significant area of development since the last inspection and is taking place throughout children’s services. Plans are in place to talk to young people with their foster carers to explore how the needs of looked after children can be identified and met in long-term foster placements and how to ensure placement stability.
Since the last inspection there has been a successful pilot seeking the views of the young people at their foster carers’ reviews. This will routinely take place from November 2006 onwards. In addition, work has been undertaken redesigning the forms used for young people to contribute to their statutory reviews. Young people have been involved in this process.

The fostering service consult with young people about their preferred activities for the annual Healthy Care Conference and some young people designed a Christmas card representing the service to outside agencies. There is an annual Christmas party for children and a training event for carers’ ‘Listening to Children’ is planned for April 2007.
Achieving Economic Wellbeing

The intended outcomes for these Standards are:

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

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

None

EVIDENCE:
Management

The intended outcomes for these Standards are:

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

The Commission considers Standards 17, 21, 24 and 32 the key standards to be inspected at least once during a 12 month period.

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

1, 16, 17, 21, 24, 25, 32

Quality in this outcome area is excellent.

There is an experienced and competent fostering team who are well managed. Foster carers feel well supported and record keeping is good.

This judgement has been made using available evidence including a visit to this service.
EVIDENCE:

The fostering service has a clear statement of purpose which was last reviewed in April 2006 and approved by elected members. This is an annual process and ensures there is an accurate representation of the service. There are two different guides given to children and young people depending on their ages. Both give information including how to complain.

Since the last inspection Windsor and Maidenhead have undergone significant changes and there are now 3 Directorates – Learning and Care, Community Services and Corporate Services. In line with the Children Act 2004, councils are required to bring together all their children’s services. Therefore a single Learning and Care Directorate has been established that brings together all the functions currently carried out within social services (adult’s and children’s services), education, housing and youth services. Two area children’s teams will be established in the near future. There have been no changes to the management structure of the fostering team as a result of the changes, although the Head of Children and Families Services is now the Head of Safeguarding and Specialist Services for Children. There continues to be a very stable, solid and effective management structure in place which offers good levels of support. Since the last inspection both the Team Manager and the Assistant Team Manager have successfully completed the SCIE Management Development Programme.

The FARS team have appointed two new members of staff since the last inspection and are waiting for another recruited member of staff to start. There is a good mix of age and experience within the team and there is one male worker. Staff spoken with said that they had regular supervision and felt supported by management. There are quality assurance systems in place for assessments, approvals and reviews. The competency based BAAF Form F is used to assess foster carers and these competencies are reviewed annually.

The fostering service has a recruitment strategy which is working well and in the 12 months up to 31st March 2006 11 new foster households were approved, 2 of which were family or friends carers. It is evident that recruitment of new carers is considered a vital part of the teams work and much effort goes into following up new enquiries.

The fostering service offers high levels of support to foster carers. All the foster carers spoken with were extremely positive about the support they receive, both from their supervising social workers and the other members of the team. Foster carers have regular supervision sessions with their supervising social
workers that are clearly documented. Comments from foster carer’s in the returned questionnaires included ‘good support, all schedules and meetings always kept. Very happy with all the staff and services’ and ‘I have an excellent supervising social worker and I know I only have to ask and they will do their best to help with whatever I need.’

In addition to the out of hours support provided by the Emergency Duty Team, foster carers have access to 24 hour a day 7 days a week support from Norfolk House Contact Team. There is a foster carers support group which meets monthly and the fostering service uses an experienced foster carer called a ‘foster carer professional’ for individual and group support to carers. In addition he is actively involved in recruitment processes including initial interviews and preparation groups. This arrangement works well.

The annual Reviews for foster carers were well documented and up to date. Since the last inspection the forms used have been reviewed and now include comments from the young person placed with the foster carers and their parents. This is a positive move. There was evidence on foster carers files that the recommendations made at the Annual Reviews had been carried out which was a recommendation from the last inspection. Records regarding complaints and allegations are maintained and the outcomes are clearly recorded.

The training offered to foster carers is comprehensive. Foster carers can take part in council training courses and have their own more specialised training courses as well as conferences and a number of other sessions. A number of foster carers are undertaking NVQ training.

The case files relating to four fostered young people and to four foster carers were seen. All contained relevant paperwork and were of good quality. Regular file audits take place and monitoring sheets were seen on foster carers files. Foster carer’s sign the record that the supervising social worker makes when she visits.

There are occasions when the authority grants temporary exemptions from the terms of approval of foster carers. At the last inspection it was a recommendation that more details were recorded on file when temporary exemptions to foster carers’ terms of approval are made. This recommendation has been met.

In March 2006 there were 4 kinship care placements and there is recognition of the particular relationship of family and there is an equality of process and service provision. No distinction is made between stranger foster carers and family and friends carers. They are assessed in the same way, receive the same allowances, the same support and are offered the same training opportunities.
SCORING OF OUTCOMES

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

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

“X” in the standard met box denotes standard not assessed on this occasion
“N/A” in the standard met box denotes standard not applicable

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Are there any outstanding requirements from the last inspection? No

STATUTORY REQUIREMENTS

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

<table>
<thead>
<tr>
<th>No.</th>
<th>Standard</th>
<th>Regulation</th>
<th>Requirement</th>
<th>Timescale for action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FS30</td>
<td>25(3)</td>
<td>The membership of the Joint Fostering Panel is reviewed to ensure that it meets the Fostering Services Regulations 2002.</td>
<td>23/01/07</td>
</tr>
</tbody>
</table>

RECOMMENDATIONS

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

<table>
<thead>
<tr>
<th>No.</th>
<th>Refer to Standard</th>
<th>Good Practice Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FS9</td>
<td>Risk assessments are carried out on adults who have not been police checked and who are left in sole charge of young people in foster placements.</td>
</tr>
<tr>
<td>2</td>
<td>FS15</td>
<td>Evidence that all the required recruitment checks have been carried out is kept in the main HR file.</td>
</tr>
</tbody>
</table>