



Champions for  
Social Care  
Improvement

# inspection report

Independent Fostering Services

## **Foster Care Associates - East Midlands**

160 Upper New Walk

Leicester

Leicestershire

LE1 7QA

17th May 2004

## **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**

Foster Care Associates - East Midlands

**Tel No**

0116 2854833

**Address**

160 Upper New Walk, Leicester, LE1 7QA

**Fax No**

0116 2854834

**Email Address**

**Registered Number of IFA**

**Name of Registered Provider**

Foster Care Associates Ltd

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

Mr Steven George Blackwood

**Date of first registration**

**Date of latest registration certificate**

**Registration Conditions Apply ?**

NO

**Date of last inspection**

04/08/04

<b>Date of Inspection Visit</b>		17th May 2004	<b>ID Code</b>
<b>Time of Inspection Visit</b>		09:00 am	
<b>Name of Inspector</b>	<b>1</b>	Trisha Gibbs	071373
<b>Name of Inspector</b>	<b>2</b>	Sharon Treadwell	071369
<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>			
<b>Name of Establishment Representative at the time of inspection</b>		Mr Steve Blackwood – Regional Fostering Director.	

**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 Foster Care Associates - East Midlands. 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)

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.**

Foster Care Associates is a nationwide fostering agency with over 40 offices in the country.

Foster Care Associates East Midlands consists of a regional head office in Leicester and two other offices in Peterborough and Nottingham. Within each of the three offices there is a Team Manager plus a team of social workers, resource workers and administrative staff. The Director/Manager of the service is based at the head office in Leicester.

The region provides a family placement service and supported 60 sets of carers at the time of Inspection. A range of placements is offered including emergency, short term, assessment, long term and parent and child placements.

Foster Care Associates East Midlands provides recruitment, assessment and approval of foster carers and subsequent training and support. Supervising social workers and resource workers support placements and working closely with both foster children and carers own children. Referrals are coordinated at the Leicester office.

The East Midlands staff team also includes an Educational Liaison Officer and a dedicated Therapist.

## **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.)

The Inspection of Foster Care Associates East Midlands 2004 was again a very positive one. No requirements have been made following the Inspection and only one good practice recommendation. All Standards have been fully met and 13 Standards deemed as being exceeded.

### **Statement of Purpose (Standard 1)**

The agency provides comprehensive and concise information about the service in both a national and local Statement of Purpose and Prospectus. These documents are well presented and easily accessed.

Children and young people are provided with attractive colourful books and a File of Facts that provide age appropriate information about fostering and being in care. Children also receive and contribute to regular colourful newsletters from the agency.

### **Fitness to provide or manage a Fostering Service (Standards 2 & 3)** **Management of the Fostering Service (Standards 4 & 5)**

The three East Midlands region offices work to operational and organisational systems defined at national level and monitored through the Foster Care Associates Quality Assurance section. The service inspected was observed to be managed in an efficient and open manner with very good examples of leadership from the Manager. There was very good evidence of teamwork during the Inspection with staff working between offices across the region. Staff again said that they felt valued by the organisation and the Manager.

### **Securing and promoting welfare (Standards 6-14)**

Foster Care Associates, from the initial recruitment and selection process of new carers, to ongoing placement support, supervision and review, were seen to have in place a commendable range of systems for the ongoing promotion of healthy, safe placements for the children it provides a service to.

The agency is again highly commended on the manner in which it engages children and young people and gives priority to listening to both Looked After Children and carer's own children. Children are made aware of their rights, and feedback is directly sought through both formal and informal mechanisms. Children are encouraged to engage in creative and play activities that enable them to express feelings or simply have fun. Children's drawings and paintings are framed and displayed in offices, and books of their poems and stories have been produced.



A national exhibition of Children's Art collated by Foster Care Associates has recently been shown at the local Art Gallery with very positive feedback from the gallery and members of the public.

In addition to the above the East Midlands region has initiated, with full consultation with the children and young people placed, groups for girls, black children and carer's own children.

The foster care service has an excellent school attendance rate for the children placed and a very visible commitment to the promotion of children's educational achievement. Inspectors were impressed with the work of the dedicated Educational Liaison Officer.

Staff work corporately to a Team Parenting approach with children and young people and there was an excellent example of this inclusive approach achieving positive outcomes in one of the cases tracked during Inspection. Carers, the Therapist, the Education Officer and supervising social worker working together to maintain a challenging placement that has now stabilised significantly.

A new Health Passport is soon to be introduced to enable carers to record all health/medical related matters that will move with children when their placement ends.

The agency has produced an excellent risk assessment book that includes risk assessment formats for all activities with children. The agency has been recommended to produce a risk assessment format for occasions when children share bedrooms.

#### **Recruiting, checking, managing, supporting and training staff and foster carers (Standards 15-23)**

Staff workloads were seen to be properly supported, and manageable. Carers again commended the level of support they receive from the agency commenting especially about access to 'genuine' 24 including support at weekends. There is flexibility for support and cover across the three offices.

The agency has in place robust systems for both staff and carer supervision and appraisal.

The agency provides excellent monthly progress reports on children placed, completed by carers and supervising social workers and forwarded to placing authorities.

Clear training opportunities are in place for carers and staff and there was good evidence of training evaluation and planning processes.

Other excellent mechanisms are available to support carers including the comprehensive Carer Handbook that refers to the National Minimum Standards throughout. Monthly local support groups with national representation are in place, plus respite breaks and contact systems with fellow carers.

Inspectors were impressed with the commitment and professional approach of all carers visited. All were complimentary about their supervising social worker and the agency generally. They had a very good awareness about the needs of the children placed with them and about the need for confidentiality and security of information.

### **Records (Standards 24&25)**

Foster Care Associates East Midlands is again commended on comprehensive recording systems. Staff, carer and children's records were easily accessed, professionally organised, dated and signed.

### **Fitness of premises for use as a Fostering Service (Standard 26)**

The head Leicester office for the region is spacious and well situated, providing very good working conditions for staff. The colourful Ocean' room, utilised for children's meetings, activities and family contact is in the basement and decorated to an underwater theme. There is also a pleasant softly furnished area used for therapeutic sessions. The agency employs an office manager to cover the three area offices. Records are securely stored.

### **Financial requirements (Standards 27-28)**

Financial information about Foster Care Associates business planning and accounting is provided centrally. Carer payments are well documented and managed.

### **Fostering Panels (Standard 30)**

A new Fostering Panel has been established at the Leicester office and will operate on a monthly basis. At the time of the Inspection the Fostering Panel had only met for the third time and operated in a thorough and systematic manner.

### **Short term breaks (Standard 31)**

The agency provides respite care provision for its carers. A very good respite file has been introduced that contains key information about the children, which they will take with them. Children have contributed to the contents.

### **Questionnaires**

**Foster Care Associates fostering service sent out Commission for Social Care Inspection questionnaires to all carers, children placed and placing social workers, with prepaid envelopes for returning them to the Commission.**

**CARERS** (17 questionnaires returned)

### **Best thing about the Fostering Service**

Most carers referred to support, training, contact with other carers, and inclusion of own children under this heading. Comments included; 'Foster Care Associates is a fantastic organisation to work for' 'A caring organisation' 'Always striving to improve what is already a fantastic set up' 'I can contact a social worker 24/7'

### **Worse thing about the service.**

Most carers put nothing in this box. One noted the recent border changes and another occasions of inappropriate placement.

### **How well supported**

Very Satisfied = 11    Quite well =4    OK =2

### **CHILDREN** (13 questionnaires returned)

#### **Best thing about fostering**

Reference was made to kind foster carers, being part of a family, pets, pocket money, own bedroom and activities. Children said of their carers 'They help you to make things' 'They love me and care for me and I love them' 'I love them and want to be with them forever'

#### **Worse thing**

Many did not make any comment. Those who did almost always referred to missing their family e.g. 'Not seeing my mum and dad/ brothers and sisters'

Almost all said that they were consulted and knew how to complain.

### **PLACING SOCIAL WORKERS** (24 questionnaires returned)

#### **Most positive thing about placement**

Reference was consistently made about children's individual needs being met, also; placement child focussed, excellent educational support, clear boundaries, cultural needs met, professional insightful carers.

One commented that the best thing about the placement was 'The resources available through Foster Care Associates to help the child achieve his full potential'

#### **Worse thing**

Most placing social worker registered no negative feedback. Two noted that Foster Care Associates had not consulted them about a placement issue and two said that distance from the placing authority was a problem.

#### **Carer looks after child**

Very well = 20    Quite Well = 4

#### **Agency works well with placing authority**

Well.= 12    Fairly well = 10    Disappointing = 2

## **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?

YES

**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	
			NONE	

**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.

<b>Condition</b>	<b>Compliance</b>	
<b>Comments</b>		

<b>Condition</b>	<b>Compliance</b>	
<b>Comments</b>		

<b>Condition</b>	<b>Compliance</b>	
<b>Comments</b>		

<b>Condition</b>	<b>Compliance</b>	
<b>Comments</b>		

<b>Lead Inspector</b>	<b>Trisha Gibbs</b>	<b>Signature</b>	_____
<b>Second Inspector</b>	<b>Sharon Treadwell</b>	<b>Signature</b>	_____
<b>Locality Manager</b>	<b>Sue Shaw</b>	<b>Signature</b>	_____
<b>Date</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	
			NONE	

### 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	FS6	<b>The agency is recommended to complete a risk assessment on all occasions when children share bedrooms.</b>

**\* 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

9

Survey of placing authorities

YES

Foster carer survey

YES

Foster children survey

YES

Checks with other organisations and Individuals

YES

- Directors of Social services

YES

- Child protection officer

NO

- Specialist advisor (s)

YES

- 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

17/05/04

Time of Inspection

09.00

Duration Of Inspection (hrs)

70



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?

4

The foster care service provided by Foster Care Associates East Midlands is detailed in a comprehensive and attractively presented Statement of Purpose. The Statement of Purpose gives full recognition of, and commitment to the new National Minimum Standards and Fostering Regulations. The Statement of Purpose sets out the agency's aims and objectives under its mission statement 'Quality Care in a Family Setting' and includes all of the information required under this Standard. The Statement of Purpose has been reviewed and updated (April 2004), and a very good localised Statement of Purpose now inserted to provide information about regional offices and staff teams.

In addition to the agency's Statement of Purpose there is a separate Prospectus that provides more information about the operation of the foster care service, including placement charges, budget allocation and parents' views. Other leaflets are also provided by the agency targeting e.g. prospective foster cares.

The Children's Guide is contained in an excellent colourful 'File of Facts'. A diary style quality book with detachable strong pages. The contents include information about children's rights and responsibilities, health education, contact with family and friends, bullying, complaints, and religion, race and culture. There is also a section that contains 'useful emergency telephone numbers and addresses' e.g. Child Line for young people in care. A neat colourful complaints booklet is slotted into a special pocket at the back of this file. This 'File of Facts' is targeted at children of junior and teenage years, and a special booklet has been written for small children. Central to the information contained in the booklet is a story about a child having to leave the family home, to live in a foster home. Colourfully illustrated with teddy bears, the story explores children's feelings, asks questions and provides reassurances.

The Manager indicated that the File of Facts is being updated and that a mini Statement of Purpose will be include in this book.

The agency is also in the process of producing information for the children of carers who foster.

## 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

Foster Care Associates is a national independent fostering agency, registered as a private limited company with a Board of Directors. The Statement of Purpose includes details about the status and constitution of the company, and of the management structure. There are sixteen Foster Care Associates regional offices and the agency's National Operations Group includes the Directors from each of the regional offices. This group is headed by the Foster Care Associates Chief Executive and meets on a two monthly basis.

The Director for Foster Care Associates East Midlands is the Manager for the foster care service delivered from three offices, Leicester being the regional head office and Peterborough and Nottingham other area offices. He is supervised by an Executive Director who also deputises in his absence.

In each of the three offices a Team Manager is based to supervise social workers and to oversee the day-to-day operations reporting regularly to the Director/Manager in his decision-making capacity. The Team Managers have social work qualifications and good experience in the field of child-care. They meet both locally with each other, and as a group nationally, feeding into and contributing to, the agencies functioning.

The Manager chairs the national Team Manager meetings.

The Manager of the East Midlands region foster care service holds a Diploma in Social Work (1994) and a B.A. Honours Social Work (2001) and has fifteen years experience of working within children's services. He is now embarking on internal Management Training in addition to a Diploma in Management Studies.

During the Inspection the Manager demonstrated a commitment to providing a high quality service and to ensuring that systems were consistently adhered to across the region. The staff interviewed positively about his leadership and accessibility. The overall management and organisation of the service was very good.

**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**

Foster Care Associates has a Human Resources Department that ensures that the agency complies with all necessary employment regulations. This Department ensures that Criminal Records Bureau disclosures, references and other checks are taken up and regularly updated on all senior staff to ensure their fitness and suitability to work with children.

The Manager of the foster care service has extensive experience in working within children's services, including the field of fostering and adoption, in both a Local Authority and Independent setting.

The Manager was successfully interviewed on 21<sup>st</sup> November 2003 as part of the Foster Service Regulations 2002 Fit Person process, following full reference checks and Criminal Records Bureau clearance.

## 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
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The Manager confirmed at last years Inspection that Foster Care Associates has responsibility for monitoring and controlling the activities of the agency, including ensuring that the agency is complying with the Fostering Regulations and Standards, reviewing and updating the agency's Policies and Procedures, looking at developments in Health and Social Care, investigating Complaints and Allegations and the overall auditing and inspection of each region to ensure consistency, and to provide professional support and advice. The Quality Assurance section receives statistical information about the agency's activities and undertakes the lead monitoring function, feeding in information to the National Operations Group.

The Manager of Foster Care Associates East Midlands said that he attended national meetings where quality assurance matters are discussed. He also noted that the Foster Care Associates intranet provided good information about the agency's functioning and activity. A new substantial Quality Assurance Information Bulletin has recently been introduced produced by the Director of Foster Care Associates Quality Assurance for circulation to all staff. This includes news, information and updates on a whole range of pertinent service and policy issues (including National Minimum Standards Inspections) **The agency is commended on the scope and content of this document.**

Locally the Team Managers have responsibility for controlling and monitoring staff performance. The Director supervises three Team Managers. The staff interviewed during the duration of the Inspection, were clear about the different management roles and responsibilities within the agency.

Foster Care Associates provides good financial information in the Prospectus about charges for the agency's services and for additional services. Information is also provided about how the money is spent.

Excellent detail is also recorded in carer files about financial transactions.

Good formats are utilised for notifiable events/incidents and the Commission for Social Care Inspection is appropriately informed of these.

Number of statutory notifications made to CSCI in last 12 months:	9
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.	0
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.	0
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

<b>Standard 5 (5.1 - 5.4)</b> <b>The fostering service is managed effectively and efficiently.</b>		
<b>Key Findings and Evidence</b>	<b>Standard met?</b>	<b>3</b>
<p>The Director/Manager for Foster Care Associates East Midlands has a clear job description. He is based at the Leicester office and said that he is in daily email or telephone contact with the offices at Peterborough and Nottingham. Team Manager job descriptions were also available for the Inspection. In the absence of the Manager the supervisory Executive Director deputises. Staff spoken to during the Inspection confirmed that management cover arrangements were satisfactory.</p> <p>The scheme of delegation, and management roles and responsibilities, are very clearly laid out in Foster Care Associates national documents and the management structure in the local Statement of Purpose.</p>		

## 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?

4

Foster Care Associates, from the initial recruitment and selection process of new carers, to ongoing placement support, supervision and review, were seen to have in place a commendable range of systems for the ongoing promotion of healthy, safe placements for the children it provides a service to.

The theme of safe care and health and safety was noted to be present in both pre and post approval training material, and in regular carer supervision records and annual review notes. In each carer's file there is a completed eight-page Health and Safety checklist. Checks are also made on carers' driving licence, tax, insurance, and M.O.T. documents. Expectations of carers in relation to safe care are also written into the new Foster Care Agreement, including carers' responsibilities in relation to transport provision. Carers with pets have their pets subject to a formal Pet's Assessment. Vets sign to confirm pets are healthy and have received required injections. Other documents and reports on files gave good evidence to vigilance in health and safety awareness.

During the Inspection carers attended for both First Aid and Health and Safety training, and Inspectors observed the delivery of some of this.

Carers are subject to regular health and safety checks within supervision and review. A new unannounced visit proforma has been designed for the recording of the required annual unannounced visit and this includes reference to the physical condition and safety of the home as well as to the specific care of the child.

The agency outlines an excellent Safe Caring Family Policy in the Foster Carer Handbook, in addition to other clearly set out Health and Safety guidelines.

All prospective foster families must produce their own safe care policy prior to approval, to ensure safe caring within their own home. Copies of good safe care statements were seen by Inspectors on file, and referred to during carer visits. Social workers and managers confirmed that this policy would be looked at on the occasion of any new placement, taking into consideration of the needs of the child. There was good evidence of this with regard to one case tracked during the Inspection, where a child was deemed by professionals to need a demonstration of physical affection from an identified parent figure. The safe care plan confirmed this and detailed the kinds of hugs and cuddles that carers could give him. The carers were clear about their role and significant progress was being made with the child.

The agency has produced a commendable comprehensive Activity Risk Assessment Manual containing templates and guidelines for the completion of risk assessments for all activities undertaken with children and young people.

The agency operates to a policy that children in placement always have their own bedroom and do not share. Siblings do share bedrooms on occasions and there were examples of this arrangement noted during the Inspection. **Inspectors recommended that risk assessments be routinely completed when any children share bedrooms. (See Standard 6.5)**

Foster carers are made aware that Inspectors may visit them from the Commission for Social Care Inspection. Carers visited during this Inspection again made positive comments about the level and quality of support provided by the agency. They were clear about their responsibilities in terms of providing safe and healthy placements and talked about their safe care policies.

#### 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?

4

Foster Care Associates has in place a number of documents and policies that indicate a commitment to the provision of appropriate placements for children, in order to reflect their needs in terms of race, culture, religion, language, disability, gender and sexuality. These include a Valuing Diversity Policy, a Guide to Good Practice, and a Placement Policy, Promoting the positive Cultural and Racial Identity of Black Children, in addition to the agencies Equal Opportunity Policy. These Policies include the relevant legislative and regulatory framework that underpins the work of the foster care service, and make reference to specific Standards from the National Minimum Standards and indicate how the Standard will be implemented. The Children's Guide also contains a commitment from Foster Care Associates to providing children with carers who will appropriately support them in terms of their religion, race and culture, or other needs.

There was evidence of active consideration of cultural and special needs in the agency's placement matching process and an example of the agency's reluctance to place black children in rural white communities. The agency is currently looking at strategies for recruiting carers from the local African Caribbean community. One Muslim family selected for tracking purposes have a Muslim child with significant emotional needs and behavioural challenges, placed with them for eight months. They have received commendable intensive support from the agency (Within the Team Parenting approach) to stabilise and nurture the child who is now able to attend the mosque each day for two hours. Although there is considerable work still to be undertaken to maintain the placement, both carers and the staff team are commended for their ongoing investment and commitment.

Carer training provided for carers in the East Midlands region includes Valuing Diversity and Dealing with Discrimination. The Foster Carer Handbook also contains guidelines on Promoting the Positive Racial and Cultural Identity of Black Children and also on Fostering a Child with Special Needs or Disability.



There is a Foster Care Associates National Black Workers Forum attended by some of the managers from the East Midlands region and includes Directors and a Board Member.

The agency is now planning to start a new Black Children's Forum for the East Midlands region, in addition to the recently formed Girlz Rule group. (See Standard 11)

This forum will be for children and young people over the age of eight and at the first meeting the children will be facilitated to discuss what they want from this group. It was evident to Inspectors, through file tracking, conversations with staff and carers, and from newsletters and other promotion material that the agency provides information, activities and resources to carers for the appropriate care and stimulation of children who have special cultural and religious needs.

**The agency again is positively commended for enabling children to express their feelings and thoughts through art and writing, and through playing and having fun. This ultimately promotes children's feelings of self worth. The provision of activities, opportunities and social events for children and carers is a central feature to the service being provided.**

#### 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?

4

Consideration of matching commences at assessment and is discussed at the Fostering Panel and again at annual reviews. Foster Care Associates uses a commendable checklist for matching children with foster carers, and this is utilised whenever a placement is being considered, in consultation with placing authorities. This checklist scores each need/requirement on a scale of 1 to 3, (essential/preferable/not applicable) along side carer skills and experience 1 to 3 (met-not met). Any potential gaps in the placement must be identified and accounted for in writing on this form. On all files looked at the matching checklist was fully completed.

Where there is a trans/racial or trans/cultural placement, agreement must be sought from the agency's Director or Assistant Director.

There is one placements officer for the East Midlands region, based at the Leicester office, and this officer receives all new referrals completing a detailed referral form. The officer maintains an up to date list of all foster carer vacancies, along with details of their skills, experience and availability, and having identified possible placements must discuss these with managers or senior supervising social workers. The officer has responsibility for obtaining full supporting information and documentation, on each child referred for placement. Each placement is recorded on the matching form.

Foster Care Associates has produced an excellent new detailed Placement Agreement for completion with placing authorities. This new Agreement is designed to ensure that placing authorities provide key Looked After Children information to enable the best possible placement and care for the child. A penalty clause reminds the responsible authority of their statutory obligations to provide information specified in Schedule 6 of the National Minimum Standards and Fostering Service Regulations 2002. The Agreement also seeks consent for overnight stays.

The Foster Carer Handbook includes the agency policy for matching placements, and explains to carers how the matching process is undertaken.

**The agency is again commended for evidencing through its systems and placements a commitment to matching children with appropriate carers.**

#### **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?**

**4**

The Manager confirmed that the agency maintains copies of local Area Child Protection Committee Procedures and endeavours to obtain the same from other Local Authorities.

Foster carers receive both pre and post approval training on Child Protection. When approved they attend courses on Child Protection and Safe Caring and Sexual Abuse as well as related training such as Behaviour Management and Trauma in Children. The East Midlands Therapist provided for Inspectors a draft outline of a series of seminars she is designing for carers in the region, to give greater insight into understanding the needs of children (who may have been abused) and includes themes such as attachment, child development, anger, obsessive behaviour etc. Carers noted the value of such training during carer visits. Some carers said that training on attachment theory had genuinely impacted on how they worked with the child and understand their behaviour.

The training is supplemented by the provision of additional information and guidelines contained in the Foster Carer Handbook. Over several pages the agencies policies and procedures are outlined, and the role of the local authority explained. Carers are told how to draw up their own Family Safe Caring Policy and why they have to do this. The supervising social worker oversees and supports the process and makes clear to carers their own role in Child Protection.

Within the Foster Care Associates 'Agreement Contract' newly approved carers sign to confirm that they will not administer corporal punishment. This is also formally agreed and signed on the occasion of each new placement. The Foster Carers' Handbook provides explicit guidelines on appropriate strategies for managing children's behaviour and lists the sanctions that must not be used. Training is also provided on this subject.

Both the Foster Carer Handbook and Children's Guides, make detailed reference to the issue of Bullying. Children are advised as to where they can seek help, and carers are provided with a clear policy and procedure for responding to instances of bullying. The Manager has indicated that post approval training for new carers in the future will address the issue of bullying more fully. One carer visited was seen to be vigorously supporting and representing the young person placed with her, who was experiencing bullying at school. The carer was appropriately in contact with the school and the young person told the Inspector that she felt very well supported.

The agency has provided commendable procedures in the Foster Carer Handbook and in the Staff Policies and Procedures Manual for Children Missing from Home. The procedures include the need for an early risk assessment and provide indicators to inform this assessment.

Foster Care Associates Quality Assurance Section receives all allegations of neglect or abuse against children placed, and this information is also logged and retained on file in local offices. Evidence was seen on carer files, of provision to separately record and monitor allegations and complaints against carers. Any allegation against a carer or staff member would also be reported to the Director of Foster Care Associates. The Manager of East Midlands branch maintains clearly documented records of all critical incidents and notifications.

In addition to all of the above staff spoken to and observed during the Inspection appeared clear about their responsibilities under Child Protection procedures. They gave examples of reporting child protection concerns to some placing authorities but not always receiving a response to their satisfaction.

Staff members are provided with Child Protection training and may attend the Child Protection training provided for carers. The Manager said that Foster Care Associates are currently organising a two-day conference on a Multi Disciplinary approach to Child Protection for staff.

The children's questionnaire (see below) no longer asks if they are experiencing bullying.

**Percentage of foster children placed who report never or hardly ever being bullied:**

0

%

#### **Standard 10 (10.1 - 10.9)**

**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.**

#### **Key Findings and Evidence**

#### **Standard met?**

3

Foster Care Associates makes a clear statement within its policy on Contact, to promoting and facilitating contact between fostered children and their families when this is in the child's best interest and within the law. This commitment was again evidenced during the Inspection through tracking children's files, speaking to carers and children, and to staff. The agency was aware of the role of placing authorities, in determining the scale and detail of access arrangements, and of its own supervisory and reporting responsibilities.

Carers are informed, from the moment of application, and through ongoing supervision and

training, of the importance of family contact for Looked After Children. The Foster Carer Handbook gives very good details about contact issues, including the social work role, risk assessment, contact agreements support to carers, recording contact, and conduct of adults during contact.

Contact can be supervised at the agency's office bases and rooms utilised for this are decorated and furnished in a comfortable homely manner.

Records are retained on file of contact sessions supervised by Foster Care Associates staff. There was commendable evidence on one carer file of communication between carer and placing social worker to organise and facilitate contact. Another file contained a letter from a child's mother, thanking the carer for looking after her son.

Carers are aware of their responsibility to make a record of contact, and are supported by their supervising social worker to do this. This information is fed back to local authority social workers, within a monthly progress report.

#### **Standard 11 (11.1 - 11.5)**

**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.**

#### **Key Findings and Evidence**

#### **Standard met?**

4

Children placed with Foster Care Associates are subject to the Looked After Children statutory review system, and should have the opportunity to represent their view through the Looked After Children consultation document, and also their placing social worker. The Manager and supervising social workers confirmed however, that if the statutory process did not offer this consultation option then the agency would ensure that the child's views were heard. Most children in placements are provided with information about the placing authority Children's Rights Service.

Foster Care Associates has a clearly stated policy on the agency's commitment to Consulting Children and Young People and they're Families. This policy is detailed in the Foster Carer Handbook and examples are given about the kind of issues that children and their parents should be consulted on. Carers receive training as part of their core curriculum on Consultation and receive support from supervising social workers to appropriately enable children to express their views as well as represent their complaints.

Children are actively consulted about their placements by the agency at the time of carer reviews, and their views are recorded on review forms. They are also invited to contribute to the children's section of the agency's local Newsletter. They have also recently received a special form to feedback their views about Foster Care Associates.

The agency's Equal Opportunities Policy gives a commitment to encouraging children and young people to influence service delivery and development through a range of consultation and feedback opportunities.

East Midlands Foster Care Associates provides an impressive range of children's groups for

children fostered, including a local Children's Forum 'The Silent Voice'. Information from this Forum is collated centrally by the National Children's Forum working party. The black children's group and the girl's group have previously been referred to. One young person visited told the Inspector that she really did feel listened to and that children's views and ideas were acted upon. She said that Foster Care Associates involved children more than any other agency she had been fostered with. Carers told Inspectors that their own children were not left out and were included in their own special forums as well as joint activities and outings.

A number of children and young people fostered within the agency participated took in a Commission for Social Care Inspection led Children's Rights Day, held at the Beamish Museum this year. Young people also enjoyed a national two-day conference at Alton Towers last year. Dr Roger Morgan attended the conference and new young people's feedback questionnaire designed at the time.

There was evidence on some files of local authority Children's Rights Officers being contacted by supervising social workers and managers to represent children's interests.

During school holidays, and on other special occasions, the agency continues to arrange activity sessions and outings for children. The children are consistently consulted about activities they would like to participate in, and it was again clear that such occasions provide natural opportunities for staff to interact informally with the children.

There was good evidence of changes implemented as a result of consultation with children including them now being given Christmas presents from their foster families rather than the agency.

**Foster Care Associates is commended for providing ongoing and real opportunities for children and young people to represent their views about the service and for also evidencing that these views are acted upon.**

#### 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.**

#### Key Findings and Evidence

#### Standard met?

3

The Foster Care Associates Standard of Practice for Foster Carers' sets out clearly their responsibilities in relation to health care, in promoting good health and development, and in ensuring that children receive appropriate medical health care. The agency also has a Health and Development Policy for the attention of staff and carers. The Foster Carer Handbook dedicates several pages of guidelines to assist carers meet their responsibilities.

Following recommendations made at a previous Inspection, Foster Care Associates has developed a Health Passport booklet that can be completed by carers' and move with the child if and when the placement ends. The Health Passport is almost ready to be distributed to carers and includes guidelines on how the record should be used. Information about

medication, medicals, accidents and illness will be logged, in addition to other important health details.

Carer training on a whole range of health care issues, including first aid, health and hygiene, sexual development and health, drugs and alcohol are provided to carers post approval.

The Manager confirmed that all children are registered with a General Practitioner.

Placing Authorities also have responsibilities to Looked After Children, and children must receive regular medicals, as well as having their health discussed at statutory reviews. Staff spoken to during the Inspection indicated that children's health information was not always provided at time of placement however it is hoped that the new Placement Agreement format will facilitate the better provision of this information.

One of the children tracked during the Inspection was receiving a very high level of therapeutic, education and supervising social worker input. This was all well documented on file in reports and supervision notes. The method of working with the child was described as Team Parenting and all staff emphasised that carers were part of the team working together for the benefit of the child. This inclusive term was noted to be used frequently during the Inspection as an approach, or model for working, adopted by the agency.

#### **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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Foster Care Associates East Midlands employs an Educational Liaison Officer to promote school attendance and educational achievement. The Education Liaison Officer, who is currently working across four office bases, provided Inspectors with an impressive summary of work being undertaken to promote the educational achievement of children fostered with the agency. An Education Census was also provided indicating the current education status of children fostered. Of the 60 children in placement 50 are of school age. 49 of these have a school place established. The one child without a school place is statemented with no school available and special provision. The agency has a database to capture information about children's attendance and attainment

The Education Liaison Officer attends for a range of meetings and national conferences with other Foster Care Associates Education Liaison Officers.

Although appropriate responsibility is placed as far as possible on Local Authority and Education Departments in the provision of education the Education Liaison Officer will become actively involved to negotiate and support a school placement. She attends Looked After Children reviews if necessary, Personal Education Plan meetings, Team Parenting meetings, Activities and Carer Groups etc

The Education Liaison Officer has devised an Education Protects training package as part of the care curriculum Raising Educational Achievement on Special Educational Needs, Admissions and Exclusions and Boosting Literacy.

The Foster Carer Handbook provides carers with information about children's Educational

needs, and carers sign within placement agreements, that they agree to promote and encourage school attendance.

Children placed with Foster Care Associates all have their education information maintained in a separate file and at the front of the file there is an excellent Education Summary sheet. This details the involvement of other agencies and any special needs.

These files contained Personal Education Plans, Statement of Education needs and evidence of the Education Liaison Officer working closely with placing social workers and carers to progress school attendance. Two of the four cases tracked by Inspectors necessitated the very active involvement of the Education Liaison Officer. In both cases real progress had been made and again the team approach was very evident.

**The agency is commended for committing dedicated resources to promote and support the educational achievement of children and young people in placement.**

#### **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.**

#### **Key Findings and Evidence**

#### **Standard met?**

**3**

Foster Care Associates have a policy on Preparing Young People for Adult Living, and this includes a commitment to training and supporting carers, to help them ensure that young people are properly involved and consulted about their future planning. The Foster Carer Handbook provides carers with good information about the processes involved for children leaving care, and notes the role of placing authorities in relation to Looked After Children leaving care. Carer training is also provided on Moving On and Preparing Young People for Transition. The therapist said that she had worked with young people in special preparation work for leaving care.

The File of Facts, issued to children and young people at the time of them being placed with the agency, explains the leaving care process and the support they can expect to receive on this occasion.

The agency has established a Leaving Care Working Party to look at how it can develop and improve this area of service provision on behalf of Local Authorities. The Manager indicated that the agency staff team are sometimes involved in assisting young people to move on into independent living.

## 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?

3

The Foster Care Associates central Human Resources section has produced comprehensive and robust procedures for the recruitment and selection of staff, and this document details relevant employment legislation. The Manager of East Midlands region confirmed again that all staff responsible for the recruitment and selection of staff must be suitably trained to undertake these tasks. Only applicants who meet the essential criteria are interviewed for posts, and references must be obtained prior to interview.

Four staff personnel files were viewed during the Inspection and these were seen to be maintained and organised to an excellent standard, with information accessible in separate sections, and checklists utilised to record the recruitment process in a systematic manner. Dates and outcomes of Criminal Records Bureau checks were evident.

Social workers who undertake assessments and approval of foster carers hold either a Certificate, or Diploma in Social Work, and copies of these certificates are held on their personnel files and seen during the Inspection. The agency also utilises specialist therapy services on occasions, and the Foster Care Associates Prospectus states that only fully qualified and experienced professionals would be commissioned for this purpose.

Foster Care Associates employ as part of their core team, resource workers, and the Managers confirmed that these workers must have relevant childcare experience. This was evidenced both on files looked at and through an interview with a resource worker during the Inspection.

**Total number of staff of the agency:**

21

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

5



**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?****3**

The agency's management structure is clearly delineated in the Foster Care Associates Scheme of Delegation document. The document makes direct reference to the relevant National Minimum Standards before detailing the delegated responsibilities of individual posts.

The regions Statement of Purpose also provides flow chart and description of the Management Structure in the East Midlands.

The Director (Manager) of the fostering service in the East Midlands is based in the Leicester office. An Assistant Director is currently being recruited. There are three suitably qualified Team Managers based in each of the three regional offices, each supervising a small team of social workers. The region's Team Managers meet regularly, both locally and nationally, and maintain active communication links with each other.

Administrative, clerical and receptionist posts are overseen and supervised by an Office Manager who moves between the three offices. One placement officer, based at Leicester, provides an efficient 'one stop' placement referral service for the whole of the East Midlands region. The agency also has an established criteria and timescale for responding to enquiries from prospective carers.

Resource workers are based within each office and move flexibly between offices, according to need. The Resource Manager supervises them.

There are team meetings held on a quarterly basis for the entire regional staff group.

Foster Care Associates also accesses a pool of casual workers, mostly in the resource service, and properly recruited as such. In addition to this a number of people work for the agency on an independent self-employed basis, e.g. social workers, education support workers and complaints investigators.

During the Inspection all staff members interviewed had a clear understanding of their role in relation to others in the agency, and knew where to access support from. They had a good knowledge of the respective roles of the foster care service social workers, and the placing social workers.

The agency was seen to have good administrative systems for ensuring assessments approvals and reviews were being processed efficiently.

Employees and carers were seen to be provided with good training opportunities (referred to in other Standards) and supervision and appraisals appropriately recorded.

New employees are provided with detailed contracts and the full range of Human Resource procedures on appointment to Foster Care Associates and are routinely provided with information on policies and procedures implemented through the Quality Assurance section.

Foster Care Associates employees have access through a password to the agency's intranet. This provides extensive information and updates about the agency and the agency's policies and procedures.

**Standard 17 (17.1 - 17.7)**

**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.**

**Key Findings and Evidence**

**Standard met?**

**3**

Foster Care Associates East Midlands provides a foster care service for three areas of the East Midlands. Although many posts are allocated to specific offices it was evident to Inspectors that there was flexibility in terms of cover in relation to all fostering functions. Resource workers move between offices if necessary, and a resource worker from Peterborough was working with children in the Leicester office during this Inspection.

The staff team were noted to be well qualified, informed and sufficiently experienced to support the needs of carers and children fostered. Access to additional qualified staff is available on both a casual and short-term basis.

Staff interviewed spoke positively about the agency and their employment terms and conditions.

Foster Care Associates has a clear recruitment Policy and Procedure for the recruitment of foster carers. Recruitment work is undertaken both nationally and locally. The agency utilises a variety of local media opportunities for recruitment campaigns. Managers confirmed that although there were enough carers to meet current referral needs, there was a need to continue to recruit black carers and that strategies for this were being discussed. It was noted that the region would be utilising Foster Carer Fortnight to recruit carers through a Foster Care Associates tour from John O 'Groats to Lands End.

Foster Care Associates has produced a comprehensive document on the Assessment and Approval of Foster Carers, and this clearly outlines in both a flowchart and then procedural/checklist form, the stages of the assessment process. This document makes specific reference to the National Minimum Standards, the Fostering Regulations and other related legislation. The assessment process and content fully complies with this Standard.

**Standard 18 (18.1 - 18.7)**

**The fostering service is a fair and competent employer, with sound employment practices and good support for its staff and carers.**

**Key Findings and Evidence****Standard met?****4**

During this Inspection, Inspectors interviewed a number of staff with different delegated responsibilities and also foster carers. All unanimously said that Foster Care Associates provided very good employment conditions and an excellent level of support. One worker said 'The support is excellent; it's unbelievable after what I was used to (in my last job) I get recognition and I get thanks'

The staff team also made positive reference about the support they receive from managers and colleagues.

The agency provides a twenty-four hour, seven-day a week duty service, and if it is identified that a carer needs support at weekends, then this will be organised accordingly. Most often this will involve resource worker support taking a young people out for planned activities. All staff may access out of hours management support, and some were able to confirm how much they valued this. This support is available to carers and referred to later in this report.

Copies of Certificates of Employers' Liability and Professional Indemnity Insurance have been made available for Registration and Inspection purposes, as required under the Fostering regulations.

The agency has a Whistle Blowing Procedure for staff and carers.

The agency has produced a comprehensive Health and Safety Policy and there are Health and Safety files at each of the area offices compiled and overseen by the Office Manager. These include a range of risk assessments.

The above score reflects the comments made to Inspectors by staff and carers interviewed during this Inspection.

**Standard 19 (19.1 - 19.7)**

**There is a good quality training programme to enhance individual skills and to keep staff up-to-date with professional and legal developments.**

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

Managers interviewed confirmed that a representative from each agency attends the Foster Care Associates National Training Forum Group. The remit of the group being to identify carers and staff training nationally and to share training experiences. This forum links in with the Quality Assurance section, and also informs the content of future staff induction and training programmes. The agency provides a two-week local induction programme for new employees, in addition to national induction days provided at Foster Care Associates central services on a rolling programme basis.

A good range and standard of training is offered to carers throughout the year and these courses are also made available to staff. Carer Training is referred to in more detail in Standard 23.

The Manager said that all staff were encouraged and supported to attend for training that was relevant to the fostering task and to their particular role in the agency. He also noted that staff members attend specialist groups, workshops and conferences throughout the year.

Social workers are encouraged to undertake the Post Qualification award. Some Team Managers are undertaking Diplomas in Management Studies. Resource workers undertake National Vocational Qualification 3 awards.

All training is validated through a certificate, and copies of these are placed on staff files.

The agency has drawn up excellent formats for undertaking probationary reviews, supervision, and comprehensive appraisals with all staff. Staff spoken to again confirmed to the Inspectors that supervision and appraisals took place as required, and that this was a positive and helpful experience contributing to their professional development.

The Foster Care Associates Staff Information Bulletin indicates to social workers that Foster Care Associates will be facilitating their registration with the General Social Care Council.

#### **Standard 20 (20.1 - 20.5)**

**All staff are properly accountable and supported.**

##### **Key Findings and Evidence**

##### **Standard met?**

**3**

All members of the foster care service team are provided with written job descriptions and details of their roles and responsibilities. They also receive an Operational Standards and Procedures Manual and access to the Foster Care Associates intranet.

As already noted in Standard 29 all staff receive monthly supervision and sign a supervision agreement outlining the arrangement for supervision meetings.

The Director/Manager is involved in all annual staff appraisals.

Monthly team meetings take place in each office. Team Managers attend regional and national Team Manager meetings.

#### **Standard 21 (21.1 - 21.6)**

**The fostering service has a clear strategy for working with and supporting carers.**

##### **Key Findings and Evidence**

##### **Standard met?**

**4**

Foster Care Associates has a clear written strategy in its Policies and Procedures and detailed information about the nature and range of support offered to carers. This is cross-referenced to the National Minimum Standards and Fostering Services Regulations and fully complies with this Standard.

There is also a coloured leaflet used for recruitment purposes called Support for Foster Carers and this summarises in bullet points eleven areas of support carers can expect.

Newly approved carers are presented with a comprehensive Foster Carer Handbook for

which they sign on receipt. This handbook is for use as a practical guide and a reference tool, and contains all the Foster Care Associates policies, procedures and guidance. Carers were involved and consulted in the process of the compilation of the Handbook. They have been written to comply with the Fostering Service Regulations and National Minimum Standards, and throughout the Handbook, reference is made to the relevant Standard or Regulation. Carers visited said that they referred to the Handbook and that the agency provided good written information to support them in the fostering task.

The Foster Carer Handbook details the range of support mechanisms available to carers and how these might be accessed. The carer review system is explained to carers through their supervising social workers and detailed within the handbook. Carers are made aware of the respective roles of social workers involved in placing children and supporting carers. Carers visited were very clear about the different social worker responsibilities. Detailed monthly progress reports are provided to placing social workers about children placed and carers are involved in providing information for this.

On one carer file there was a commendable detailed Support Plan for Carers and Children who Foster. This was a detailed agreement between the agency and carers, outlining the support package offered to carers in relation to a particular placement. This included particular services to be made available to the carer's own child.

New carers are now routinely signed up to 'Foster Talk' following approval and can thereby access the Foster Talk website and receive regular magazines.

There was clear evidence on file of supervising social workers and Managers communicating appropriately and frequently with placing social workers. The agency was seen to provide and seek information to promote children's best interests.

Carers said that they felt very much part of the Foster Care Associates team and that their experience of the Team Parenting approach to working with children had promoted this.

#### **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?**

4

It is Foster Care Associates policy to provide two weekly visits and weekly contact with carers. Carers are provided with monthly supervision set to an excellent Foster Care Associates agenda. This includes 'advice on boundaries and managing behaviour' and 'carer's children and family situation' in addition to other aspects of carer tasks and placement needs. Carers, supervising social workers and Team Managers, sign supervision records.

Records of unannounced visits were seen on file and a copy of the new format to be used on the occasion of the annual unannounced visit, provided to Inspectors.

It was evident from conversations with carers that levels of support were tailored to the specific needs of children placed, and that if carers were encountering challenges or crisis in

relation to the placement, the agency would increase the level and intensity of support.

An example of this included a supervising social worker providing evening visits to support behaviour management strategies for the management of a challenging and complex placement. This was highly valued by carers who said the placement (now a stable one) would have broken down without this level of support. The commitment and competence of the supervising social worker was evidenced in records looked at and testimony of the carers.

The Carer Handbook has been referred to in the above Standard. This covers policies, guidance, legal information and insurance details and is updated regularly.

The foster carer agreement makes clear the role, responsibilities and expectations of carers, and the different areas of support that will be made available by the agency. This support is specified clearly and includes details of supervisory support, financial support, training opportunities and reviews. The Terms of Approval are clearly specified and reference made to relevant legislation.

Carers in questionnaires and in conversations to Inspectors were again unanimous in their recognition and appreciation of the high level of practical support made available to them. Carers especially valued the weekly trips and activities, provided by the agency, for children during the long summer holidays, and other outings and special events. These activities are available for the whole family.

Carer support groups during the day and evening are provided on a monthly basis, these are well attended and minutes looked at during Inspection.

The agency offers 24 hours support, with access to a member of Foster Care Associates staff on every day of the year. Specialist support, either direct or indirect, is also available from the agency through the Education Liaison Officer, and Resource and Therapy services to maintain and support placements. The service's resource workers are available to work at weekends, or through periods when children are not attending school if necessary. All carers are provided with 21 days paid respite period, public liability insurance and 'all risks' insurance financed by the agency.

The Foster Carer Handbook contains full details about the agency's complaints procedure. The Handbook also details how Foster Care Associates will respond to allegations and complaints against foster carers, and indicates how a named social worker will be allocated to provide support for carers on such an occasion. Membership to both Fostering Network and the British Association for Fostering and Adoption is also provided to carers on approval both provide information and legal advice. A list of Foster Carer Rights under these circumstances is outlined in the Handbook. Foster carer agreements make clear that a carer review would be arranged following a serious allegation or complaint. If consideration is being given to terminating a foster carer's appointment, this would be brought before the Fostering Panel.

The agency has in place systems to manage and monitor allegations and complaints, both at local and national level. Carer files were seen to have a separate section in them for the recording and processing of any allegation or complaint.

**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?****4**

Foster Care Associates was seen to provide a relevant and challenging range of training opportunities for the carers it appoints. The foster care agreement states a strong commitment to the development of carers through relevant and accessible training opportunities. All training is co-ordinated by Foster Care Associates through an agency called Outcomes UK Ltd.

Foster Care Associates East Midlands provides carers with a programme of training on an annual basis. A document of guidance, looked at by Inspectors called Fitness to Foster, introduced the 2004 programme. The same training programme is provided at the three office venues and carers may choose which location they wish to attend to suit their own needs. The document provided to carers makes clear that training will be provided on an individual basis if necessary.

Carers are given compulsory training at Pre Panel level through Preparation and Assessment modules, and post approval are provided with induction training in eight core areas and this links closely with the Carer Handbook. A core curriculum-training programme that links in directly with the National Minimum Standards is offered on a rolling programme basis e.g. training on Consultation linked to Standard 11 or Valuing Diversity Standard 7. Both carers are expected to attend. Carers may undertake National Vocational Qualification 3 after a year's experience of fostering. There is also additional ongoing training.

Carer training needs are routinely discussed in supervision and annual reviews. All training is certificated and evaluated by carers and the agency. Staff attend training with carers on occasions. The Inspectors attended some First Aid training with carers during the Inspection and were impressed with the willingness and commitment of carers to take part in the practical exercises.

Safe Caring training is an integral part of ongoing training for staff and carers

The Foster Carers Handbook contains a section dedicated to sons and daughters of foster carers. The agency was again able to demonstrate a real commitment to the inclusion of the children of carers in the fostering experience, through consultation, information and support. This was evidenced in reviews and supervision. Carers visited valued the attention given to their children's needs.

The Inspector also noted when attending the Fostering Panel, that children had written letters and drawn pictures for the Panel, to represent their feelings and views on the occasion of a first annual review.

**Foster Care Associates is again highly commended on the attention given to carer support mechanisms for families who foster.**

## 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 which 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?

4

Foster Care Associates has a policy on record keeping, produced by the Quality Assurance Section in consultation with the National Team Managers Group. This policy makes clear the agency recording systems for children and carer files. Files and records are systematically monitored by Team Managers and also periodically monitored by the Quality Assurance Section.

Separate files are maintained for carers and children. In addition to this an education file is kept for each child. The overall quality of recording, and the organisation and maintenance of files was excellent. Information available in key documents and agreements was full and accessible.

Children's files contain carer written records and daily logs. Carers receive training on Recording and Daily Logs, and Confidentiality, within their Induction. Carers are provided with good clear recording sheets. The frequency of carer recording for individual children is agreed with supervising social worker and amended if necessary. The quality of carer recording seen on files tracked was very good. Records of work undertaken by resource workers with children are colour coded. There was good evidence on children's files of supervising social workers keeping placing social workers informed and updated.

The agency provides as much information to carers as possible about children placed and carers gave evidence to this in questionnaires and interviews. The new Placement Agreement (already referred to) has been designed to remind placing authorities of their legal obligation to provide Looked After Children information.

Foster Care Associates East Midlands is currently involved in a Life Story Work forum working on the development of a national Life Story Package. Carers receive training and written guidelines on Life Story Work, and contribute to the work undertaken by supervising social workers in the development of children's Life Story books. The Foster Carer Handbook explains the carers' role in supporting this process along side other professionals. One carer is storing digital photographs on computer in order to give the child a disc of memories when they leave placement. All young people receive a 'memory box' when placed, and this includes a camera to help them record their experience of the placement.



All four sets of carers visited demonstrated a commendable awareness of confidentiality and security and all stored their records and other placement information in a locked facility.

**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 provides in its Operational Handbook, policies and procedures on Records, Confidentiality, File Management, and Access to records.

Separate records for carers and children are maintained in each of the regions three offices. Team Managers monitor files and there was a good example during the Inspection of action being taken to ensure consistency of social worker recording across the region.

Children's records seen during Inspection were written and maintained to an excellent standard and referred to previously in this report.

Managers confirmed that information maintained on children's files would be returned to their placing authority at the end of placement.

Staff files are maintained centrally by Foster Care Associates however the region maintains key information files on staff in local offices. Staffing files were again made available for Inspection purpose from Foster Care Associates Headquarters at short notice, and were very well documented and organised.

The administration officer who supports supervising social workers has responsibility for maintaining and updating carer files. Carer and children's files are stored in locked cabinets. These were locked most of the time during the Inspection.

The agency provides written policies for staff, children and carers on how their records can be accessed. Staff members spoken to were very aware of confidentiality and security responsibilities. Carers sign a confidentiality clause within their Foster Care Associates agreement.

Separate records are maintained on complaints.

<b>Number of current foster placements supported by the agency:</b>			67
<b>Number of placements made by the agency in the last 12 months:</b>			48
<b>Number of placements made by the agency which ended in the past 12 months:</b>			30
<b>Number of new foster carers approved during the last 12 months:</b>			18
<b>Number of foster carers who left the agency during the last 12 months:</b>			2
<b>Current weekly payments to foster parents: Minimum £</b>	350	<b>Maximum £</b>	1050

## 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

Foster Care Associates East Midlands operates from three offices. All have been visited by Inspectors and seen to be suitable and appropriate for purpose. Accommodation is provided for the whole staff team to undertake their respective tasks. Each office provides facilities suitable for staff team to work in, carer meetings/training to take place, and for therapeutic work and play activities to be provided for children.

Foster Care Associates utilises children's creative skills to make their premises welcoming and child friendly. Paintings and poems are displayed in the offices giving them a very child centred atmosphere. The office from which the main Inspection took place has an impressive underwater themed room in the basement where many of the children's activities take place and a softly furnished room where therapy and counselling sessions take place.

The Manager said that there were appropriate security systems in place to safeguard the office's electronic records. Inspectors confirmed this with staff.

There is a delegated office manager who has office management responsibility for all three offices across the region. The office manager indicated that the lease for the Leicester Office expires at the end of the year and that new premises are being sought.

This manager who was the lead officer for Health and Safety has now set up Health and Safety systems across the region and delegated Health and Safety responsibilities to another member of the team. There is a designated Health and Safety representative in each office and a comprehensive Health and Safety Manual available to staff.

Risk assessments have been compiled to cover the full range of operational activities undertaken in the building.

## 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?

9

Foster Care Associates operates a central Finance Section, headed by a Director of Finance, that undertakes all of the agency payroll tasks and systems. Monthly management accounts are provided for Regional Directors, and indicate the performance of the agency. It is anticipated that the Regulation Inspector will inspect this Standard in the region where the Headquarters are based.

### 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?

9

Foster Care Associates has clear procedures in relation to the centralised budgetary functions and the Manager of the fostering service said that the central Finance Team provides an excellent service to staff. Managers (Directors) for each region are regularly provided with financial reports and information and are delegated some local budgetary responsibilities.

### 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

Carers are paid on a fortnightly basis directly into bank accounts. Additional expenses can be claimed on a fortnightly basis. Carers are provided with explicit details about payments in the Foster Carer Handbook, including information about what the allowance does and does not cover. There is a facility for the payment of carers at short notice. Annual fees and allowances are reviewed on an annual basis.

Carers told Inspectors that they were satisfied with arrangements for payments and that these were paid promptly.

## 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

Foster Care Associates East Midlands currently operates two Fostering Panels in Peterborough and Leicester respectively. The Manager indicated that the Peterborough Fostering Panel is being phased out in the near future and all Panels will be held in the main Leicester office.

For the purpose of this Inspection the Leicester Fostering Panel was observed and Panel Chair interviewed.

The Panel Chair is a qualified and experienced Project Leader for the Children's Society and commenced in this role in February this year. Other Panel members include a carer from the Local Authority, representatives from the education field, and a senior clinical psychologist. An independent Medical Advisor screens all medical information received in respect of fostering applications and is available for advice.

The Manager (Director) for the East Midland region is the nominated Agency Decision Maker and he routinely meets with the Panel Chair to discuss recommendations.

Regulation 24(3)(b)(ii) Fostering Services Regulations 2002 states that an independent agency must appoint either the Responsible Individual or one of its Directors to the Panel membership and at last years Inspection it was noted that there was no such representative sitting on the Panel. A requirement was subsequently made for the agency to indicate how it would comply with this Regulation. Since then, discussions have taken place between representatives of Foster Care Associates and the (then) National Care Standards Commission professional advisor for fostering about the feasibility of this arrangement. The Director of Quality Assurance Foster Care Associates has informed the Inspector in writing that the above model of Panel Membership had been accepted across all of the Foster Care Associates regions that were Inspected under the National Minimum Standards and Foster Service Regulations last year. It was also confirmed that an agreement has been made between Foster Care Associates and National Care Standards Commission that the current arrangements are acceptable and in the 'spirit' of the Regulation i.e. that a Team Manager (and not Director) sits on the Fostering Panel as the Agency Representative.

The Fostering Panel consists of a relatively new team who have only worked together on two occasions however everyone was facilitated to fully contribute to the Panel process and the Panel Chair ensured that all aspects of the application being processed were considered. Some Panel training has been provided and more is anticipated this year.

The Panel Chair confirmed that it was too early for the Fostering Panel to provide considered feedback to the agency in terms of quality assurance. (Standard 30.5) 'Agency Feedback' is a standard item on the agenda and provides a good opportunity for Panel members to be made aware of service being provided by the agency.

## 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?
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The agency is committed to providing three weeks paid breaks for carers per year, taking into consideration the needs of placed children at the time. The agency also provides short planned, or unplanned breaks for children placed within the agency's foster care service.

Foster Care Associates provide residential/activity short breaks for children during the summer period.

Since the agency for the most part, does not provide short term breaks for children outside of its own pool of carers, there are no policies and procedures in place for this.

The agency has recently developed a new Respite Care folder. This is completed by the main carer for the child and then goes with the child for the respite placement. The folder includes medical information sheet, contact details and a 'This is Me' sheet completed by the child. **The agency is commended for introducing this folder.**

## 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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Foster Care Associates does not provide assessments and support for family care placements.

Relatives and friends of carers, who may wish to provide short respite breaks for carers, are fully assessed through the Form F process and their application presented to Panel.



**PART C**

**LAY ASSESSOR'S SUMMARY**

**(where applicable)**

**Not applicable**

**Lay Assessor**      Not applicable      **Signature** \_\_\_\_\_

**Date**      \_\_\_\_\_

## PART D

## PROVIDER'S RESPONSE

**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 week beginning 17<sup>th</sup> May 2004 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

NO

Comments were received from the provider

YES

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

YES

Provider comments are available on file at the Area Office but have not been incorporated into the final inspection report. The inspector believes the report to be factually accurate

NO

**Note:**

In instances where there is a major difference of view between the Inspector and the 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 16th July 2004, which indicates how statutory requirements and recommendations are to be addressed and stating a clear timescale for completion. This will be kept on file and made available on request.**

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

Action plan was required

YES

Action plan was received at the point of publication

YES

Action plan covers all the statutory requirements in a timely fashion

NO

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

NO

Provider has declined to provide an action plan

NO

Other: <enter details here>

NO

**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 Martin James Cockburn of Foster Care Associates 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 Martin James Cockburn of Foster Care Associates 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:**

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**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.