



*Making Social Care  
Better for People*

# inspection report

## FOSTERING SERVICE

**Chrysalis Care Ltd**

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

*Lead Inspector*  
Sue Grindlay

*Announced Inspection*  
27th February 2006      9:30

The Commission for Social Care Inspection aims to:

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

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

*Every Child Matters*, outlined the government's vision for children's services and formed the basis of the Children Act 2004. It provides a framework for inspection so that children's services should be judged on their contribution to the outcomes considered essential to wellbeing in childhood and later life. Those outcomes are:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a contribution; and
- Achieving economic wellbeing.

In response, the Commission for Social Care Inspection has re-ordered the national minimum standards for children's services under the five outcomes, for reporting purposes. A further section has been created under 'Management' to cover those issues that will potentially impact on all the outcomes above.

Copies of *Every Child Matters* and *The Children Act 2004* are available from The Stationery Office as above

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# SERVICE INFORMATION

|   |   |
|---|---|
| <b>Name of service</b>  | Chrysalis Care Ltd  |
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| <b>Name of registered provider(s)/company (if applicable)</b> | Chrysalis Care Ltd  |
| <b>Name of registered manager (if applicable)</b>             |   |
| <b>Type of registration</b>                                   | Fostering Agencies  |
| <b>Category(ies) of registration, with number of places</b>   |   |

# **SERVICE INFORMATION**

## **Conditions of registration:**

**Date of last inspection**      24th January 2005

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

Chrysalis Care is an independent fostering agency that recruits and trains foster carers in Kent, Essex, Luton and the London area. Chrysalis Care aims to transform the lives of children and young people through providing them with trained, supported and committed foster carers. The agency places children for a large number of London boroughs. It has a Children's Service that supports carers and offers individual packages of work with children to help them reach their potential.

# SUMMARY

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

This was the second announced annual inspection in the agency's new premises in Bexleyheath. The inspection was conducted over two days, with additional time spent attending the Fostering Panel and visiting three foster carers in their own homes. The Director and a number of staff members were interviewed, and documents looked at included foster carer files, children's files, personnel files, complaints and incident records. A pre-inspection questionnaire was completed and copies of new forms and updated policies, as well as lists of carers was produced in good time before the inspection. Questionnaires were returned from two foster carers and seven young people. Two placing social workers were spoken to over the telephone.

## **What the service does well:**

Chrysalis Care sets a marker for its professionalism and this is reflected in the eye-catching commercially produced leaflets that convey the agency's message in an attractive and dynamic way. The agency is run in a professional way with the needs of looked after children of paramount consideration. The Children's Services offers a particularly valuable service to carers and children. Foster carers are well trained and supported by skilled and experienced staff.

## **What has improved since the last inspection?**

The management of the service has been simplified, and staff are adjusting to their new roles. A period of growth has meant that the pool of carers has increased, and this enables the agency to offer choice to local authorities seeking placements. The redesigned monthly report enables carers and placing social workers to maintain a detailed record of health and educational progress.

## **What they could do better:**

The agency should continue to press local authorities for information about children placed with their carers. Health and safety considerations must be more than a tick-box exercise, and the broader ramifications such as space to play should be discussed with carers.

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

The report of this inspection is available from [enquiries@csci.gsi.gov.uk](mailto:enquiries@csci.gsi.gov.uk) or by contacting your local CSCI office.

# **DETAILS OF INSPECTOR FINDINGS**

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# Being Healthy

## The intended outcome for this Standard is:

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

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

## JUDGEMENT – we looked at the outcome for Standard:

12

Chrysalis Care puts a high priority on the health needs of children and young people in its care

## EVIDENCE:

**Standard 12** The agency puts an emphasis on promoting the health of looked after children. Carers had been proactive in registering children with a G.P, optician and dentist soon after placement. One carer had also tackled a child's bedwetting by attending appointments at the enuresis clinic. Carers had clearly given children the opportunity to have a healthy lifestyle, and children reported activities such as horse riding and ice-skating. Five out of the seven young people who responded to the questionnaire said in answer to a question about food in the foster home, "*It's great*". The Children's Services is putting on a sex education day. One carer said that she would not take a child who was HIV positive. It was explained that this might not be known at the point of placement, and safer caring practice must be observed with all bodily fluids. This had clearly not been raised as part of the assessment process. The redesigned carers' monthly report now includes dates of medical checks, illnesses and accidents. It demands that carers observe their young person for signs of emotional ill health, drugs or alcohol misuse. Four children's files were looked at. None of the files had medical consent. On one the information sheet on health asks, 'Does the foster carer have medical consent?' It says yes, but medical consent was not seen on the file nor on a visit to the foster home. There was evidence on files that local authority placing social workers had been asked to provide Looked After Children paperwork, often to no avail. This was subject of a requirement at the last inspection, and is unfortunately renewed this year (**Requirement 1**).

# Staying Safe

## The intended outcomes for these Standards are:

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

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

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

3, 6, 8, 9, 15 and 30

Chrysalis Care aims to ensure the safety and well being of all children and young people placed with its carers. The systems are in place to do this.

## **EVIDENCE:**

**Standard 3** The Directors and managers of Chrysalis Care have a considerable body of knowledge and experience in fostering and child care practice. Criminal records bureau checks were seen on personnel files, and the agency's systems flag up when checks need to be renewed.

**Standard 6** During the carers' initial assessment, a Health and Safety check is made of their home, and this is submitted to the Panel with their assessment. Supervising social workers update this at the carers' annual review. All seven young people who returned questionnaires said that their foster carers gave them good advice about keeping safe and out of danger. Three foster carers chosen at random were visited as part of the inspection. All three provided warm and nurturing homes, and were clear what were the expectations on them as foster carers. Two of these were new carers, and both had clearly settled into the role with some enthusiasm. Some safety concerns were observed in two of the placements and these were fed back to the manager to be looked into by the supervising social worker. One carer had three children sleeping in the same room, in separate beds with hardly any space between them or to the side. When asked where the children played, the carer said they

jumped on the beds, as that was all they could do in the room. This is potentially dangerous, as the children could hurt themselves if they fell between the beds. The issue of bedroom space was raised in a meeting with the social worker just before Christmas but appears not to have been discussed with the carer in a meeting in January. A requirement is made under this standard (**Requirement 2**). A presentation to the support group on unannounced visits provided a good opportunity to discuss safer caring issues. The proforma for the unannounced visit gives a checklist for supervising social workers to assess safety in the home. All seven young people who responded to the questionnaire were positive about the care they received. One said, *"It is going very well and I love it here"*. Another said in answer to the question, *'What advice would you give another child coming into foster care?'* *"I hope you get a home like I have got"*.

**Standard 8** The duty desk at Chrysalis Care has a board giving information about carers with vacancies, and any matching considerations. The agency is well served with carers, after a period of growth last year, and can offer choice to local authorities, which can only be of benefit to the children placed. One couple that were new carers had beside their name, the comment, *"Younger manageable children"*. One member of staff said, *"We never push it"*, in terms of persuading carers to take children against their better judgement. Carers spoken to confirmed this. An analysis of disruptions over the last year in the agency's placements shows that placing outside of the category of registration significantly affects the likelihood of a placement breakdown. In addition 73% of all placement disruptions were first placements. The manager said that they have not made any decisions yet on what action to take as a result of this analysis. It is recommended that as a first step, no placements be made for first time carers outside of their registration category (**Recommendation 1**).

**Standard 9** The agency has a policy on behaviour management, and carers are required to consider this aspect of their caring role before any child is placed with them. All the young people who answered the questionnaire said that behaviour had been discussed with them and that punishments were 'quite fair' (4) or 'very fair'(3). The Children's Services Team supports carers by introducing behaviour modification charts, or by suggesting ways of managing challenging behaviour. All seven young people said that they were not subject to restraint. The agency's restraint policy needs to be reworded as it currently states, *"Restraint should not be used in a way that does not humiliate the child or young person"*. One foster carer had no information to hand about what to do in the event of the young person not coming home at the agreed time, although this was what she most feared! It is recommended that supervising social workers go through the policy manual with a new carer, directing them to policies that may be most pertinent to them (**Recommendation 2**). The file for one carer stated that she smacked her own daughter. However this was addressed in a supervisory visit. The supervising social worker looked at the causes of this and the role of different family members. She also discussed the different relationships and how they

impinge on each other. They went on to look at the difficulties that might be caused by employing different methods of behaviour management with her own child and fostered children. The worker also noted that she discussed looking at other methods of managing the behaviour of her own daughter. If allegations are made against foster carers, they will continue to be supported by their own supervising social worker, who will talk to the carers about the impact of the allegations whilst remaining separate from the investigation. One investigation of a complaint had involved checks with the Health Visitor, hospital paediatrician, and the ophthalmic surgeon at Great Ormond Street. The Customer Base manager addressed all the comments in a letter, responding to each in a detailed way. Another complaint was investigated through an unannounced visit to the home. None of the seven young people reported being bullied, but the newsletter sent out to young people earlier last year encouraged young people to report if they were being bullied to "*someone you can trust*".

**Standard 15** Four personnel files for newer staff members were scrutinised. They all had appropriate references, which had been verified by telephone, and criminal records bureau checks, which were recent. The application form asks applicants for the number of their registration with the General Social Care Council, and this lays down an expectation that they will be registered. The agency employs a range of people with differing backgrounds and experience, for example teaching, play therapy, counselling and social work. This gives the agency richness in terms of the cross-fertilisation of ideas. Unqualified workers co-work on Form F assessments with qualified social workers, who remain accountable for their work. All Form F assessments come to one person, who ensures they meet the agency's threshold in terms of quality.

**Standard 30** The Agency's Fostering Panel was attended by a Regulation Manager. The Panel was observed to be well organised and quorate, and members appeared to have prepared themselves well by reading the papers beforehand. The principal business was the first reviews of two carers, and the approvals to two prospective new carers. The Reviews were supported by thorough reports from Supervising Social Workers. However, there had been a considerable delay between the preparation of the Reports and the cases being brought to Panel (noted by the Chair), which meant the information presented could have been significantly out of date. It is therefore recommended that the Agency identify a maximum timescale after which a Review must be brought to Panel (**Recommendation 3**). Following a discussion on this issue, the process has now been changed. Link workers are to give carers their annual reviews to sign instead of being sent out in the post. Alternatively if it is not possible to schedule Panel time, an Addendum Report should be prepared, updating the information. It was also noted that both Reviews featured placements of children outside the original age specification of the Carers. Discussion about the new approvals highlighted the need to avoid overly prescriptive terms of approval. The cases of the prospective new carers were well presented by assessing social workers, enabling meaningful discussion between Panel

Members. The prospective carers themselves were treated with consideration of the potentially stressful nature of the experience, for example by providing them with a chance to prepare answers to the questions which were going to be put to them. Carers coming to Panel are asked to fill in a questionnaire to help the agency prepare carers for what can be an intimidating experience. The questionnaire asks whether the Panel were introduced and whether they received a written invitation to attend. One respondent wrote, *"It was one of the most uncomfortable experiences I've been through"*. Another said, *"I was very nervous but they were very nice"*.

# Enjoying and Achieving

## The intended outcomes for these Standards are:

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

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

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

7 and 13

Chrysalis Care offers a service that promotes equality of opportunity and encourages each young person to reach his or her potential.

## EVIDENCE:

**Standard 7** The agency has a good range of carers from different ethnic backgrounds, so is often able to offer a good match. It was noted in the analysis of referrals that there has been an increase in referrals for dual heritage children, and a drop in requests for white UK placements. For one child, the placement has offered a positive reinforcement of his black identity, as he showed some ambivalence at the outset. The carers have provided books and workbooks showing positive black images and building on the child's self-esteem. Another placement has three Nigerian children placed with an Asian carer. This was never intended to be a long-term placement, but they have remained in her care for nearly four years. The carer said that she had received a lot of help with hair and skin care at the beginning, and it had helped that her supervising social worker was a black worker. She had been proactive in her own right, taking the children to a Saturday Nigerian club, and attending a Christian church. A recent review states, *"Although the children are of a different ethnic background to their foster carer, [they] have been committed to meeting the children's needs in all areas including food, religion, culture and education"*.

**Standard 13** The agency sets a high store by educational attainment, and supports carers in this area. Children's Services provide Welcome Packs for new children, and these include a calculator for older children and sticker

books for younger children, symbols of meeting educational needs. Staff in the team also work with carers of children who are out of school, helping the carer to set boundaries, and preventing placement breakdown. They assess children using worksheets on numeracy and literacy, and liaise with schools on areas to concentrate on. An information sheet on the children's files enables all educational information to be gathered in one place, for example the date of the most recent Educational Statement, the name of the Special Educational Needs Co-ordinator, if appropriate. Carers are empowered to act in the child's best interests. One carer advocated for a child with autism who was excluded from school, and attended a meeting at school to discuss ways of managing his behaviour. The file states, "*She communicates effectively and advocates tirelessly on behalf of the children's educational needs/rights etc*". In another placement a Head teacher attended the first Looked After Children Reviews, and has facilitated contact for the children within the school. This is a good example of working together for the sake of the children. All seven young people who answered the questionnaire said that they received help with schoolwork from their foster carers. One said, "*If I need help one of them will sit down and help me*". Another said, "*Loads [of help] – course work and stuff*". The children's newsletter last spring had a useful article on school issues. Entitled, "*Top Tips to be Cool at School*", it tackled making friends, exams and bullying in a readable and accessible format. **This standard is exceeded.**

## Making a Positive Contribution

### The intended outcomes for these Standards are:

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

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

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

10 and 11

Chrysalis Care enables children and young people to voice their opinions about the care they receive, and promotes contact with their families of origin according to their care plan.

### EVIDENCE:

**Standard 10** Carers are expected to facilitate contact for children with their families of origin, and this can sometimes be an area of anxiety. From the small sample case tracked, carers are fulfilling their roles well in this respect. One placing social worker said that the carers always bring the child for contact. Plans to use the top floor of the office building for contact have not been realised. The space was too large.

**Standard 11** The agency values children's opinions, and does not take them for granted. They have changed the children's consultation form as a result of feedback on the content. The new forms are colourful and eye-catching. Research has shown that many looked after young people do not understand the reason why they are in care, and the agency has introduced the Life Plan activity to answer some fundamental questions. This is a short activity done in the form of a game, using thumbs up or question mark cards, and is likely to give carers and supervising social workers an insight into the child's understanding, without making them feel embarrassed. Four out of seven young people who answered the questionnaire said that they were listened to, and all seven knew how to make a complaint. One young person said that the best thing about her foster home was that, "*I can talk to my carers about anything*". A colourful newsletter goes out to foster children and young foster carers, and this contains a blend of jokes, information and advice. One contained the number of Childline. Children's Services are also running groups



for birth children and foster children aged 8 to 12, called "*Your Voice*" at half-terms and holidays. Chrysalis Care produces a delightful leaflet on making a complaint. Entitled, "*Bending over backwards to get things right*" it explains in straightforward language the process of making a complaint. It refers to a Complaints Review Panel, which is somewhat misleading as this is actually the Fostering Panel. The Customer Base Manager is the named person for hearing children's complaints, although children themselves might feel more comfortable speaking to some one from Children's Services with whom they may already have had some interaction. This is a further recommendation **(Recommendation 4)**.

# Achieving Economic Wellbeing

## The intended outcomes for these Standards are:

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

**The Commission considers Standards 29 the key standard to be inspected at least once during a 12 month period.**

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

14 and 29

Allowances to foster carers are fair and costs are broken down as a guide to carers. Support for young people moving on into semi-independence is particularly good.

## EVIDENCE:

**Standard 14** Nearly 50% of the young people placed with Chrysalis carers are in the over eleven age range. All seven young people who answered the questionnaire said that they were allowed to spend their own money. Some had help with shopping for clothes, and some preferred to get their own. One said, sagely, *"I get my own. They don't know the fashion"*. Children's Services have developed a package to assist carers in helping young people move on into independence. They keep a list of all the young people who reach 13 and approach the social worker and foster carers to discuss plans for working with the young person on independence skills. There is a *'Moving On'* folder for carers and a small A5 filing folder for young people with practical advice and information to help them to live independently. Children's Services will work flexibly with the foster carer or do direct work with the young person on helping to acquire independent living skills. One foster carer said that she was helping the young person to cook, and the young person said that she was looking forward to preparing meals. The placing social worker said of this carer, *"She's got a good understanding of young people. She goes with the young person"*. **This standard is exceeded.**

**Standard 29** Allowances to foster carers are good and are well above the new national minimum payments proposed by the government.

# Management

## The intended outcomes for these Standards are:

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

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

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

16, 17, 21, 22, 23, 24, 25 and 26

Chrysalis Care is managed well. Administrative systems are clear and staff work well together to deliver a professional service.

## **EVIDENCE:**

**Standard 16** Chrysalis Care was set up by a couple who had experience of fostering both as carers and as social workers. They and their daughter, a play therapist and co-director of the company, continue to have oversight of the agency's functioning on a day to day basis, and it is this that compels carers to describe it as a '*family orientated agency*'. Carers liked the fact that the directors would visit and would be on first name terms, and said that staff in the agency were always helpful whenever they rang. The agency offers a responsive service to new applicants. An application pack is sent out by first class post on the day of the expression of interest. Checks are initiated once it is agreed that the assessment will go ahead. Two managers with significant experience in the field cover practice issues and assessment and recruitment, whilst other members of staff have accountability for human resources, including all checks and references, and office systems. The agency works well with this delegation of responsibility, and the administrative backup is excellent. A new staff member said that they had confidence in the management of the agency and the social work practice was good. Staff spoke enthusiastically about the ambience in the team, how they remember birthdays, and enjoy team lunches. One new staff member was pleased to be given a card welcoming her to her new job. Newly approved carers are invited in to the office to meet the staff. **This standard is exceeded.**

**Standard 17** The last year has seen a growth in the number of carers recruited to the agency with 25 new carers approved, 7 resignations and one carer de-registered. The manager said that they intended to consolidate this growth, and concentrate on recruiting those carers who could accommodate the unmet need, carers in London offering placements for sibling groups or for older children. Applicants are asked to join a Skills to Foster Course, which is run over four and a half days, and this provides material for a portfolio that goes to Panel, and also becomes the basis of work assignments for their NVQ if they go on to do this. Some carers are recruited through word of mouth, and some carers confirmed that they had been told about the agency by existing carers. In one case the new foster carer was linked with the experienced carer in an informal mentoring role. Chrysalis Care considered a formal mentoring arrangement a few years ago but felt that the drawbacks outweighed the advantages in that there was the danger of this taking the place of the link worker's role. The customer base manager visits all prospective carers, and has developed the knack of identifying what he calls, "*the right attitude*". He is skilled in identifying potential, with, for example, the energy and commitment of young carers without children of their own. The agency uses some outside assessors, and these are given Chrysalis Care's own guide to competency assessments, which details the format of the report. The Customer Base manager meets with all assessors for supervision during the course of the assessment, and sees all Form F assessments several weeks before they are due to be presented at Panel to ensure that they are sufficiently rigorous.

**Standard 21** All carers commented on the support offered by the supervising social worker and the agency as a whole. One said, "*She's very good. She*

*always calls back. Everyone is very friendly. They greet you as though they know you".* Both carers who answered the questionnaire said that they were 'very satisfied' with the support given by the agency. One carer made a point of contacting the Commission to say how helpful staff at the agency had been when she was going through particular difficulties. One carer said that she had gone to Chrysalis because, *"the support really sold it to me"*.

**Standard 22** The Carers' Contract is on file and states what the agency's expectations are in respect of their foster carer role. Each carer has a folder with agency policies that tells them how to deal with situations that arise. One new carer was unable to locate this folder, and this has already been addressed under standard 9. The agency has introduced a new agenda sheet for supervising social workers' visits. This has been revised in compliance with the Every Child Matters agenda, reflecting outcomes for Looked After Children. All significant events were reported to the Commission.

**Standard 23** Chrysalis Care is a learning organization, with training having an important profile in promoting professional development for staff and carers alike. Joint training for staff of the agency and foster carers continues with at least one or two staff members on each course that is run. Training is held at four locations, Bexleyheath, Whitstable, Luton and Essex. Twelve carers are due to complete their NVQ training in the summer, and there has been an encouraging response to the foundation training on the internet. A number of foster carers, including two that were visited have been invited to attend the Training for Trainers sessions, to enable them to participate in, and provide input for the Skills to Foster training for new applicants. This is good practice, and contributes to both the learning of the new carers and the professional development of the more experienced carers. One carer said, *"Chrysalis offers so much training"*. The agency has a target of 80% training attended during the year, and any shortfall is addressed in the carer's annual review. Also the review format enables carers to consider their personal development in terms of skills, knowledge, and how this development might be promoted. This gives a clear message that there are other means to extend skills and knowledge apart from training courses. Two primary carers had not attended any training since being approved, despite having no previous fostering experience. However the agency has more than doubled its attendance at training courses in the last year, and this may be due in part to the fact that training courses are much more tailored to individual need.

**Standard 24** Carers are encouraged to work with children to help them make sense of their histories. Workers from the Children's Services made a presentation at a training session on Life Story Work. They showed examples of work that could be done with even young children, in assembling items or ephemera from say, a day out, to put in a book or a memory box. For children who have had several moves, with losses on the way and all that this entails, this chance to produce something to trigger the memory, which anchors them in time or place, is invaluable. They have also devised a memory book for

bereavement work with children, and this is often vital work that is avoided. A worker in the children's services said that they have put forward a proposal for a children's activity room on site at the main office. This will increase the opportunities for direct work with children.

**Standard 25** The administrative records at Chrysalis Care are well kept, and are in secure cabinets within the office building. Policies have been linked to the National Minimum Standards and a number have been revised. It is recommended that these are dated, and a further review date set **(Recommendation 5)**. A number of referrals from local authorities come through by e-mail, and the systems administrator has programmed an alert, so that the staff member on duty can be notified when a referral has come in. In this competitive market, an early response can mean a difference to placement rate, and to local authority perceptions around speed and efficiency.

**Standard 26** The office is a light and spacious working environment, close to shops, bus and train routes, and within easy reach of the A2 with its links to Kent and the south coast. At the last inspection it was recommended that the agency install some sound-proofing so that the 'boardroom' and the small interview room on the ground floor could be used simultaneously. It has not been possible to fit sound-proofing, and staff said that only one room is used at a time. The unmade up road that is used to approach the building still has a number of potholes, and some staff cars have been damaged. This was raised in the inspection last year and the directors approached other businesses in the vicinity in December last year to determine whether they can get agreement on resurfacing. It is understood that only one company responded. The owner of the garage adjacent to the worst potholes is redeveloping, so it is hoped that the building work will incorporate road resurfacing. This is the only drawback to what is otherwise a very convenient and accessible building for the agency.

# SCORING OF OUTCOMES

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

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

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

| <b>BEING HEALTHY</b> |              |
|----------------------|--------------|
| <i>Standard No</i>   | <i>Score</i> |
| <b>12</b>            | 3            |

| <b>STAYING SAFE</b> |              |
|---------------------|--------------|
| <i>Standard No</i>  | <i>Score</i> |
| <b>3</b>            | 3            |
| <b>6</b>            | 3            |
| <b>8</b>            | 3            |
| <b>9</b>            | 3            |
| <b>15</b>           | 4            |
| <b>30</b>           | 3            |

| <b>ENJOYING AND ACHIEVING</b> |              |
|-------------------------------|--------------|
| <i>Standard No</i>            | <i>Score</i> |
| <b>7</b>                      | 3            |
| <b>13</b>                     | 4            |
| <b>31</b>                     | X            |

| <b>MAKING A POSITIVE CONTRIBUTION</b> |              |
|---------------------------------------|--------------|
| <i>Standard No</i>                    | <i>Score</i> |
| <b>10</b>                             | 3            |
| <b>11</b>                             | 3            |

| <b>ACHIEVING ECONOMIC WELLBEING</b> |              |
|-------------------------------------|--------------|
| <i>Standard No</i>                  | <i>Score</i> |
| <b>14</b>                           | 4            |
| <b>29</b>                           | 3            |

| <b>MANAGEMENT</b>  |              |
|--------------------|--------------|
| <i>Standard No</i> | <i>Score</i> |
| <b>1</b>           | X            |
| <b>2</b>           | X            |
| <b>4</b>           | X            |
| <b>5</b>           | X            |
| <b>16</b>          | 4            |
| <b>17</b>          | 3            |
| <b>18</b>          | X            |
| <b>19</b>          | X            |
| <b>20</b>          | X            |
| <b>21</b>          | 3            |
| <b>22</b>          | 3            |
| <b>23</b>          | 3            |
| <b>24</b>          | 3            |
| <b>25</b>          | 3            |
| <b>26</b>          | 3            |
| <b>27</b>          | X            |
| <b>28</b>          | X            |
| <b>32</b>          | X            |

Yes

Are there any outstanding requirements from the last inspection?

### STATUTORY REQUIREMENTS

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

| No. | Standard | Regulation | Requirement   | Timescale for action |
|-----|----------|------------|---|----------------------|
| 1.  | FS12     | 17(3)(b)   | The Registered Person must ensure that foster carers are aware of the arrangements for giving consent to a child's medical treatment, specifically medical consent must be sought from the placing social worker in each case <b>(Restated Requirement – previous timescale 29/04/05 not met)</b> | 05/05/06             |
| 2.  | FS6      | 11(a)      | The welfare of children placed with foster carers is safeguarded and promoted at all times, specifically the home is free of avoidable hazards and each child has privacy and space appropriate to his age and development.   | 05/05/06             |

### RECOMMENDATIONS

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

| No. | Refer to Standard | Good Practice Recommendations |
|-----|-------------------|-------------------------------|
|-----|-------------------|-------------------------------|



|    |      |   |
|----|------|---|
| 1. | FS8  | It is recommended that no placements be made for first time carers outside of their registration category.  |
| 2. | FS9  | It is recommended that the supervising social worker go through the policy manual with a new carer, directing them to policies that may be most pertinent to them.                            |
| 3. | FS30 | It is recommended that the agency identify a maximum timescale after which a review must be brought to Panel. Alternatively an addendum report should be prepared, to update the information. |
| 4. | FS11 | It is recommended that staff in Children's Services be considered to advocate for children who wish to make a complaint.  |
| 5. | FS25 | It is recommended that revised policies are dated and a further review date set.  |

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