

# Caritas Care

Inspection report for independent fostering agency

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<b>Inspection date</b>	18/03/2016
<b>Inspector</b>	Mrs Lynn O'Driscoll
<b>Type of inspection</b>	Full
<b>Provision subtype</b>	

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<b>Registered manager</b>	Mrs Susan Swarbrick
<b>Responsible individual</b>	Mrs Amanda Forshaw
<b>Date of last inspection</b>	09/11/2011

## Service information

### Brief description of the service

This fostering agency provides a range of placements to children and young people. It is responsible for the assessments, approval, training and supervision of foster carers.

### The inspection judgements and what they mean

**Outstanding:** An agency demonstrating and exceeding the characteristics of a good judgement where children and young people are making significantly better progress and achieving more than was expected in all areas of their lives.

**Good:** An agency where children and young people, including those with the most complex needs, have their individual needs met and their welfare safeguarded and promoted. They make good progress and receive effective services so that they achieve as well as they can in all areas of their lives.

**Requires improvement:** An agency that may be compliant with regulations and observing the national minimum standards, but is not yet demonstrating the characteristics of a good judgement. It therefore requires improvement to be good. There may be failures to meet all regulations or national minimum standards but these are not widespread or serious. All children's and young people's welfare is safeguarded and promoted.

**Inadequate:** An agency where there are widespread or serious failures, which result in children and young people not having their welfare safeguarded and promoted.

## Overall effectiveness

Judgement outcome: **Good**

This agency demonstrates an exceptionally strong commitment to developing children and young people's individual potential. A high proportion benefit from long-term, stable placements with their siblings. They are an integral part of the fostering family, and have formed particularly strong, trusting attachments.

Consequently, they are all very happy, safe and secure and their experiences, outcomes and progress are outstanding from their individual starting points.

Children and young people's wishes and feelings are central to their day-to-day care, and their individual needs are exceptionally well met. Some are also involved in the development of the service through the revision of documentation and the recruitment and appraisals of the fostering team. Many provide written contributions to inform carers' reviews.

Carers feel valued as a fundamental part of the professional team working with each

child or young person. Effective partnership working with relevant agencies is firmly established to safeguard and protect the children and young people living in foster placements.

This agency has a particularly good retention rate, so children and young people are very well cared for by highly experienced carers. In turn, carers receive excellent support to help them to meet the unique and highly complex needs and personal preferences of the children and young people.

However, 14 out of the 26 main carers took significantly longer than 12 months from their date of approval to complete the training, support and development standards. Moreover, 12 have not completed refresher training in health and hygiene within three years, which is the timescale prescribed by this agency.

The most recent internal review report on the quality of care provided by this agency does not demonstrate consultations with foster carers, children and young people placed and external stakeholders. In response, it has already ascertained some feedback specifically to inform the next imminent report but not yet from independent reviewing officers (IROs) and relevant birth family members.

Despite concerted efforts, annual reviews are not always enriched by independent feedback from placing authorities. The views of young people who have moved on during that review period are also not always ascertained.

Unplanned endings are rare. However, there was one significant placement disruption that ultimately resulted in the carers resigning. This was not brought back to panel for an early review to formally consider any lessons learned.

The statement of purpose is frequently revised to ensure that it is an accurate reflection of the aims, services provided and the staffing structure of the fostering service. However, amended versions are not forwarded to Ofsted in a timely manner.

While shortfalls are identified, these are not widespread and have not, to date, had any negative impact upon the welfare of children and young people currently placed.

## Areas for improvement

### 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 (England) Regulations 2011 and the national minimum standards (NMS). The registered person(s) must comply with the given timescales.

Requirement	Due date
<p>28: Reviews and terminations of approval</p> <p>Demonstrate that carer reviews take place whenever the fostering provider considers it necessary, but at intervals of not more than a year. When undertaking the review, the provider must take into account the views of all children and young people placed within that review period and that of their placing authority (Regulation 28(2)(3)(b)(ii) and (iii)).</p>	31/05/2016
<p>3: Statement of purpose and children's guide</p> <p>Provide a copy of the statement of purpose to Ofsted within 28 days of any revision (Regulation 3(2) and 4(b)).</p>	31/05/2016
<p>35: Review of quality of care</p> <p>Ensure that the manager's written report on the quality of care provided by the agency includes an evaluation of consultations with carers and placing authorities and is forwarded to Ofsted in a timely manner. (Regulation 35(2) and (3))</p>	31/05/2016

### Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

#### 1: The child's or young person's wishes and feelings

Demonstrate that the views of the child's or young person's family and independent reviewing officers on the child's or young person's care and the continued development of the service are sought regularly (NMS 1.4 and 1.10).

6: Promoting good health and well-being

Ensure that all carers receive timely refresher training on health and hygiene issues (NMS 6.7).

20: Learning and development of carers

Demonstrate that an effective system is in place to ensure that all carers attain the training, support and development standards within twelve months of approval (NMS 20.3).

14: Fostering panels and decision maker

Demonstrate that the diversity and expertise of each panel reflects the issues under consideration (The Children Act 1989 Guidance and Regulations, Volume 4: Fostering Services, page 39, paragraph 5.8).

## Experiences and progress of, and outcomes for, children and young people

Judgement outcome: **Outstanding**

The vast majority of children and young people benefit from the stability of long-term placements. This is within a context of several previous placement disruptions prior to moving to this agency. Two young adults also made a positive decision to remain in placement beyond their 18th birthdays until they felt ready to move on to independence.

Many live with their siblings, two of whom are soon to be adopted by their carer and now delight in calling her 'Mom'.

Children and young people really enjoy taking part in a wide range of stimulating, challenging and meaningful activities. They are fully involved in all the fostering family events and holidays and in a wide variety of clubs within the local community. This all gives them an exceptionally strong sense of belonging. One young person said, 'I have lived with my carers for 11 years now, and we do lots of things together, like camping, canoeing and fishing.'

They all benefit from highly individualised care, which best meets their unique needs and personal preferences. This enables them to reach their full potential.

Individual interests and talents are actively encouraged and supported, and this serves to increase further their competencies and confidence. Examples include cycling, horse riding, football, dancing, gymnastics, history and science. One child has developed the social skills and confidence to engage in community activities and is going camping with a local club. This is huge progress.

Children and young people say that they really enjoy the events organised by the agency during the three main school holidays. Many are currently involved in planning a summer family fun day. Comments include: 'My favourite is the new Year's Eve party because the DJ gives out loads of prizes', and 'I enjoyed rock climbing and the circus'.

Children and young people are offered a range of opportunities to express their wishes and feelings about their day-to-day care and futures. A key role of the social work assistant is to ascertain their views to inform carers' annual reviews. Some are also involved in the reviewing of documentation, interviewing staff and appraisals. The twice-yearly agency newsletter has contributions from children and young people, and all their achievements are recognised. Comments include, 'I designed the logo', and 'I tell jokes'. All these opportunities have significantly increased their confidence and developed their negotiation and decision-making skills.

One birth child has been formally recognised at a national level for her exceptional contribution to fostering. She said, 'I can't remember life before it. I was involved in redesigning the agency booklets and I have put in an article about my experiences for other birth children to read. I have also been involved in the agency's annual general meeting for the last two years.'

Children and young people exercise a genuine choice about contact arrangements with their birth families in line with any legal directions, and this is actively promoted and facilitated by their foster carers. This helps them to understand their backgrounds and to maintain their sense of identity.

Carers provide children and young people with a welcome brochure about their particular foster family prior to admission. This helps them to prepare for their move and to gain an understanding of their future placement, so they can settle more quickly. One child said, 'When I came to visit with my brother before we moved in, I chose the smaller bedroom. It is so easy to keep clean and tidy, and I can see the park from my window.' One carer said, 'On the day the children arrived two years ago, I took them to meet my niece and nephew, and they have been inseparable ever since.'

With one recent exception, all the children and young people accessing this service are receiving appropriate education that best meets their assessed needs, and their attendance is excellent. Consequently, many are making outstanding progress from their individual starting points. For example, one young person is sitting GCSE mathematics a year early, and another has won Student of the Year at his school. Others are demonstrably growing in confidence, for example, they take part in public performances at their schools. Many have positive future ambitions. Comments include:

'I am going to college to study to be a horse physiotherapist.'

'I want to be a builder.'

'I am really good at football and play for a local team and I'm now on a sports course at college. It's tough but I'm sticking at it.'

'I am volunteering in an older persons' home which is what I want to do for a career.'

An extract from a recent school report reads: 'His attitude and work ethic in school are exemplary. The carer is exceptionally supportive and provides an excellent environment for him to flourish. It has been a pleasure to see him change over the last one-and-a-half years.'

Children's and young people's health and well-being are actively promoted. They are all registered with health professionals and benefit from routine checks and annual health assessments. This agency also ensures that specialist services are provided in a timely manner to meet more complex needs.

Examples of outstanding improvements to children's and young people's physical health include; appropriate weight gain; mobility; hearing; speech so therapy is no longer required; being free of daily insulin injections because diabetes is under control; one young person who, on admission, was an elected mute is now a confident young woman and a school counsellor.

An outstanding feature of this service is the additional specialist emotional well-being and mental health advice and support provided to children, young people, carers and the staff team. This effectively maintains placements often with no guarantees of additional finance from placing authorities. Consequently, many

children and young people have made significant progress in respect of their emotional health needs from their baseline assessments.

Children and young people benefit from opportunities to develop age- and ability-appropriate life skills to prepare them for future successful independent living.

Comments include:

'After tea, I make my packed lunch and get my clean clothes ready for school the next day and then I can chill.'

'I like looking after the chickens.'

'I am getting my own bedroom soon, so I will be able to read before I go to sleep without waking my brother. I have got a new superhero duvet and light and some dinosaurs.'

'I have a healthy cook book and I have a salad or vegetables with every meal. I drink water and choose blueberries instead of crisps. I now go shopping on my own to get what I want, but if I get a text from my carer I know I have to come back home.'

To their credit, children and young people are also sensitive and responsive to the needs of those less fortunate than themselves. Examples include being a young leader for a local organisation and helping an elderly neighbour. These were recognised at a formal ceremony. Another young person was given a voucher by the agency for helping with the younger children at the New Year's Eve party.

Placing authorities are very impressed with the exceptional progress that their children and young people are making in their current placements. Comments include; 'This carer meets all his needs extremely well and he is making excellent progress in all areas of his development. His behaviour has improved and his understanding of how the world works has grown and, as a consequence, his confidence and self-esteem has also grown.'

## Quality of service

Judgement outcome: **Good**

This service has a particularly good retention rate, so children and young people benefit from being very well cared for by highly experienced carers. For example, one carer is retiring after 12 years with this agency. Her many successes include; caring for one young person from 11 years to independence, and they remain in contact; returning a baby to birth family and still enjoying a 'grandma' role and supporting a child through to adoption. She said, 'I have always received an excellent level of support from my supervising social worker and all the team.'

This agency has not met its own target of ten new carers a year for the last two years. In response, it has appointed a dynamic and passionate recruitment officer who keeps abreast of patterns and trends and targets accordingly. Her specific challenge is to recruit new carers with a wide range of relevant skills and experiences



to meet the unique and highly complex needs of children and young people requiring foster placements.

This agency is constantly diversifying. For example, it has worked in partnership with other voluntary independent fostering agencies to attract experienced carers to manage more complex needs.

It also offers, and is continually improving, its concurrency service. This is to minimise unnecessary moves and to secure permanency for babies and very young children still in the court arena. It is proving to be particularly successful especially as this agency is also registered as an adoption service, and it now contracts with 13 placing authorities. Building on this success, it is currently developing a dual approval service primarily for, but not restricted to, children of primary school age and is assessing its first applicants. This follows lengthy consultations with a wide range of stakeholders.

Information evenings now run alongside support groups. This enables potential applicants to talk to experienced carers in similar circumstances to themselves about the realities of the role, and it is well received.

Supervising social workers know their foster carers exceptionally well, including their individual strengths, and therefore make some good matches based on sound judgements. There is robust gatekeeping and clear evidence that they consider the needs of children already in placement. This is highly effective, demonstrated by the impressive longevity of placements.

Comments from supervising social workers include:

'We don't have pressure to place if it's not an appropriate match.'

'The work is not just about visits. We have the time to do interesting direct work with children and young people and to travel long distances for introductions.'

'One young person was in hospital and as a team we were by her side 20 out of 24 hours every day. I was supported by the agency to do that. We are allowed to go above and beyond.'

'We have the time and resources to dig deeper and pre-empt need.'

Carers describe some appropriately gradual and sensitive introductions to their home at the child's or young person's pace, and planning meetings to gain information to keep them safe. They confirm that delegated authority is clear. One social worker said, 'The carers were very welcoming when the child arrived and it was lovely to see the family support network rally around to get everything ready. They were so organised.'

This agency supports its carers to a high standard. This has resulted in very good stability rates. Carers confirm good communication within the agency and are kept up to date with developments. They feel highly valued as an integral part of the professional team working with the child or young person, and are actively involved in care planning. They also confirm that the organisation listens to them as carers. As an example, they have recently improved the range and quality of training opportunities. One carer said, 'The way they do it since January is a lot better. We are given a date to say if we can attend, so it is no longer cancelled on the day and

so a day's leave which is precious to cover the school holidays is not wasted.'

However, records suggest that there is not an effective monitoring system in place to ensure the timely refreshers of mandatory courses and in particular health and hygiene. The team manager explained that there has been a delay due to sourcing another training provider following negative feedback from carers. This inspection has also highlighted that some training completed by carers is not accurately reflected in the electronic training records.

Moreover, although all 26 main carers have now completed the required training, support and development standards, 14 did not complete within 12 months of approval.

Carer responses to the Ofsted survey demonstrate high satisfaction with the support provided to help maintain placements. This includes timely specialist services to meet more complex needs. Comments include:

'The response to an email to the manager is always within an hour of sending which I am impressed with.'

'I feel a valued part of the professional team. Our role is supported and appreciated and help is at hand if need be.'

'As the fostering team is small, they all know the carers and their situation so anyone can respond. They relate well to the children and put their interests first.'

'The social work assistant has done a wonderful job in keeping this placement going. She has gone over and above and has been my rock.'

'Our supervising social worker is a fantastic support. She knows me so well and encourages my strengths and is honest if she thinks it will not be a good match for our family.'

A key strength of this agency is the support from a dedicated education officer who closely monitors individual educational progress. She has also developed a training package and delivers it free of charge in every school in which a child or young person is placed. One head teacher said, 'The attachment training was of great value to us. She clearly has a wealth of knowledge.'

Statistics show that six children and young people (21%) had to change schools when they were placed with this agency. This is significantly higher than the national comparator of 5%. That said, the education officer could clearly demonstrate that these moves were all in the individual child's or young person's best interest and in some cases as a direct result of her strong and effective advocacy. Examples include: moving away with a view to adoption, ensuring better educational achievements, and securing the child's safety and meeting the complexity of his emotional and behavioural needs. This young person is receiving tuition by a teacher whom he knows well at the agency's head office where he feels comfortable, and a more suitable school is actively being sought.

One carer said, 'The education officer is fantastic. One child was really let down at his previous school. She really got things moving including a baseline assessment, paediatrician, and genetics appointments. Now he is in a good school and progressing well.'

The suitably constituted panel is well chaired by an independent and highly

experienced individual who ensures that all members contribute. They benefit from a very efficient panel administrator who ensures that all required timescales are strictly adhered to and that there is access to good medical and legal advice. Panel papers are sent out in good time to ensure that all members are fully prepared.

Applicants find the assessment process appropriately robust yet supportive. One carer said, 'It was initially daunting but I understand fully why it had to be so thorough, and they produced a full and accurate picture of me and how I tick' and, 'The information was drip fed to us so we were able to reflect. It was very thorough so we feel prepared, and we learned a lot about each other. The panel was positive with no unexpected questions.'

There is general satisfaction from panel with the quality of assessments and the knowledge of the presenting social worker in clarifying any issues. Documentation to strengthen their quality assurance function and to capture better individual panel member views is currently being finalised. The chair said, 'This will provide more meaningful feedback to the agency to continually improve quality. The assessments and the supervising social workers' presentation at panel will be graded using key descriptors which will hopefully remove any subjectivity.'

The chair is happy with the relationship that he has with this agency in that he can challenge it and it responds positively. Quarterly meetings provide the forum to discuss fully any issues and ensure that panel is kept up to date with new policies and developments.

The agency decision maker is pleased with the quality of assessments presented to make an informed decision within timescales.

Comments from panel members include:

'This service benefits from a very experienced and stable team'; the administration and IT support for panel cannot be faulted. It is absolutely brilliant;

'This service is efficiently run by people who really care about children, and they are always striving to improve.'

'The briefings we receive are very helpful. We feel more connected with wider developments within the agency.'

'This is a very responsive organisation which gives credence to the panel. When issues crop up, the agency have always listened and given feedback about what they will do about it.'

The appointment of an IRO is a positive new development. As a direct consequence, panel confirms that the detail of review documentation presented has recently markedly improved.

However, at the last panel, members openly expressed dissatisfaction at the lack of feedback from a placing authority to inform a carer review. Moreover, they felt that this was becoming too frequent and, consequently, they have no independent views. This is an important safeguard. The agency demonstrated that with concerted efforts, including enacting their escalation policy, in the last 12 months they have received 11 feedback forms from children's and young people's social workers out of

a possible 18.

The views of one young person had also not been sought, despite their having only recently moved into independence. Comments indicative of many other panel members include: 'It is very important that we know what the customers feel but time and time again all the panel read is internal paperwork,' and 'We need a more balanced view'.

The feedback they do receive is consistently very positive. Recent examples include: 'I have a positive and trusting relationship with these carers. They are very child focussed and this placement meets all of her complex needs.'

'The carers are brilliant at facilitating contact and exceed expectations with communication and have shown professionalism and sensitivity to parents.'

'This is an excellent placement, and I believe the child's progress is down to the ongoing consistent hard work and commitment of his carer.'

'This is a great carer who is meeting his needs to a high standard and ensures he is part of the family. He has formed strong attachments.'

## Safeguarding children and young people

Judgement outcome: **Good**

All the children and young people who contributed to this inspection confirmed that they feel very safe, happy and secure in their current placement and in their local communities. Consequently, the incidents of young people going missing are rare. There are none currently and none, previously, who were missing overnight.

There have been no allegations against carers working for this agency. Children and young people know how to complain, but none have exercised that right. Comments include: 'I am happy here and want to stay,' and 'I just feel less scared now and I had the best Christmas ever with my carers.'

The staff team welcomes the mentoring sessions from a consultant psychologist to help the team to support carers and offer strategies to try to minimise challenging behaviours, de-escalate situations and thereby sustain placements. These are highly effective in that incidents of restraints are rare. The consultant psychologist said, 'I have worked with this agency for many years now because they live by their principles. They are child centred and open to new ideas.'

Many carers are providing excellent care to children and young people with highly complex needs. One child, for example, would get extremely anxious as bedtime approached, and his behaviour would escalate throughout the night disturbing all the family. This had resulted in a number of previous disruptions in other agencies. Consistent routines and boundaries mean that he now benefits from a full night's

sleep and is waking refreshed for school.

Placing authorities recognise that challenging behaviours have significantly improved within the children's and young people's current placements. Comments from social workers include:

'This is the longest placement these brothers have ever had. I was considering splitting them because they both have very different and complex needs, but the carers argued that they could meet both their needs and the boys said they wanted to stay. Now they are safe and settled and part of the family and are talking about their futures. They have both gone from strength to strength.'

'These carers listen to advice and adapt their style accordingly and were not fazed during the difficult times. They provide clear rules and boundaries and it works, so the children feel safe and secure.'

There have been two unplanned endings, which equates to 5%. This is well below the national comparator of 12%. One young person returned closer to family, which was his desire.

However, the impact of the second disruption was much greater. A sustained period of highly challenging behaviours from the onset of an emergency placement meant that new carers had to resort to a number of physical interventions to safeguard the young person and others. Their own child went to stay with friends, and the carers resigned as a direct consequence. Lessons have been learned from this, including the importance of gaining as much information prior to placement and ensuring that carers are suitably trained. However, this did not prompt a formal early panel review. During the course of this inspection, the service introduced a new form to ensure more in-depth recording of restraints in line with their own policy, and thereby to ensure more stringent monitoring.

This agency benefits from highly experienced carers with the competence and confidence to enable children and young people to take age-appropriate risks as part of their natural development into adulthood.

Carers provide appropriate nurture and empathy whilst not minimising behavioural concerns. They clearly see the child's or young person's needs beyond the presenting behaviours, yet are vigilant in respect to risks. For example, one young person at risk of sexual exploitation was supported to maintain family contact in a safe way, and is now successfully living independently and going to college. Another highly vulnerable young person has benefited from direct work to enable him to stay safe whilst enjoying independence in the community, and to socialise appropriately.

The recruitment and selection processes in place meet regulatory requirements to ensure a safe and competent workforce.

This service demonstrates excellent partnership working. For example, it offers independent support to carers working for another agency who are subject to an allegation. They also provide independent officers to investigate stage two complaints for another local independent agency and local authority. Until very recently, the chief executive officer sat on a local safeguarding board. This meant

that the agency kept fully up to date on all child protection matters. She is now a trustee on a national children's board to ensure that the voice of the looked after child or young person is heard.

## Leadership and management

Judgement outcome: **Good**

This service remains financially viable. In fact, it recently invested in an independent consultant to explore fully the development of a dual approval service.

This service benefits from a strong leadership team and robust governance. The senior manager responsible for fostering, reports directly to the board of trustees quarterly, so that it is fully up to date about ongoing developments and challenges.

The registered manager is a fully qualified, highly experienced and child-focussed individual. She is genuinely passionate about improving children's and young people's lives and leads by example, so is highly regarded by her team.

The appointment of a new team manager has significantly strengthened the management structure, and more robust systems and positive developments are clearly evident from August 2015. Examples include: the introduction of group supervision for the fostering team, equipping and supporting carers so that they are confident using the online system, and ensuring the effective use of the online tracker to better demonstrate children's and young people's outstanding outcomes from their individual starting points.

This agency benefits from qualified, experienced and very enthusiastic staff. In turn, they confirm high satisfaction with the range and quality of the training provided to continue to develop their individual skills and competencies. They also confirm regular, good-quality supervision and ongoing support, and confirm that their managers are very accessible and approachable. Consequently, morale and motivation are high.

Comments include:

'Group supervision is very beneficial. I love the open vibrant debates and looking outside the box with a team who have a wide range of expertise.'

'The door is always open. Our manager knows all our carers and children and young people, which makes such a difference.'

'Our development is taken on board. For example, I am completing an educator award to take on a student.'

'Supervision used to only be a compliance tool. Now we have reflection time.'

'They invest in us. We can run with an idea. We are not a team that wants to stand still but move forward together.'

Under the previous evaluation schedule, this service was judged overall to be

outstanding. One recommendation was made and has been satisfactorily addressed. In response, the agency continued to recruit to the central list, resulting in a much improved gender balance. The input from a child previously looked after is also particularly welcomed. The chair is generally satisfied with the constitution of each panel, but would still like to see a wider range of ethnicities represented. Direct observation of the panel demonstrated that the diversity and expertise was carefully selected to reflect the issues under consideration. However, this good practice is not reflected in the minutes.

In the last year, the organisation as a whole has strengthened the monitoring systems in place to inform service development. The internal annual review report on the quality of service provision is clear and accurate, but it lacks evaluation, analysis and actions to improve practice continually. It did not explore, for example, the training shortfalls or review the effectiveness of the clinical psychologist or the reasons for carer resignations. Moreover, it does not include the views of children and young people in placement, their carers or relevant stakeholders. The next report is due imminently and some feedback has already been ascertained to enrich this process, but not from IROs, social workers or birth families.

All the required documentation is in place and in general good order, with the exception of training records. This was addressed during the inspection.

The statement of purpose is regularly reviewed and revised as necessary, to ensure that it is an accurate reflection of the aims and services provided and of the current staffing structure within this agency. However, these revised versions are not forwarded to Ofsted in a timely manner.

There is a good range of children's guides to meet different needs so that the children and young people know exactly what services are on offer. The service has also currently reviewed the foster carers' charter to ensure that it remains relevant.

Notifiable events are forwarded to Ofsted in a timely manner. These demonstrate that appropriate action has been taken to safeguard and protect the welfare of children and young people, in full collaboration with other relevant agencies.

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## About this inspection

The purpose of this inspection is to inform children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, and to consider how well it complies with the relevant regulations and meets the national minimum standards, and to support services to improve.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the inspection framework and the evaluation schedule for the inspection of independent fostering agencies.