

Review of the Fostering Service in the London Borough of Croydon

Introduction

RIKS Consultancy Ltd completed an independent audit of the fostering service in March 2017. The audit followed the publication of a Serious Case Review of a child, known as Claire, who was sexually abused by her foster carer, and the receipt of an anonymous complaint making allegations of poor practice in the fostering service and by some foster carers. The audit involved: a review of 40 cases; interviews with supervising social workers, foster carers, children in care and independent reviewing officers; and consultation with the Croydon Foster Care Association. The resulting report made thirteen recommendations to improve practice in the fostering service. An action plan was developed in response to the independent audit report in April 2017.

Ofsted inspected the effectiveness of services for children in need of help and protection, Looked after children and care leavers in July 2017, and found them to be inadequate. The inspection report recognised that foster carers were providing good quality care to children and young people; however, it also identified dissatisfaction and a lack of support for foster carers, and noted that the fostering service was not compliant with regulatory standards. The action plan from the independent audit was updated to include the recommendations from the Ofsted inspection.

Achieving for Children was commissioned to complete a review of the fostering service in January 2018. The purpose of the review was twofold: (a) to understand the progress that has been made by the service in implementing the improvements identified in the action plan; and (b) to review compliance with the Care Planning, Placements and Review (England) Regulations 2010, the Fostering Services (England) Regulations 2011 and the National Minimum Standards for Fostering Services issued under the Care Standards Act 2000. This report sets out the findings from this independent review which was completed in March 2018. Achieving for Children is a community interest company that delivers children's services for the Royal Borough of Kingston upon Thames, the London Borough of Richmond upon Thames and the Royal Borough of Windsor and Maidenhead. The company also provides improvement consultancy to a number of local authorities to support the Department for Education's interventions unit and as part of the national Partners in Practice programme.

Context

There were 778 looked after children in Croydon in January 2018; this includes a high number of unaccompanied asylum seeking children. There were 246 fostering households comprising 367 individual foster carers. 392 looked after children (58%) were placed with an in-house foster family, of which 66 were connected person placements and three were foster to adopt placements. Support to foster carers is provided by 18 supervising social workers, who are organised in three teams (or units) each led by a Unit Manager. The Unit Managers report to the Service Leader for the Fostering Service. A fourth unit within the service is responsible for searching for and identifying suitable placements for children; this includes in-house foster

care placements, independent fostering agency placements and residential care placements. Foster carer recruitment is outsourced to NRS Foster Care Recruitment.

Methodology

The review involved auditing the cases of 12 children supported by the fostering service. The cases were selected from a list of all children placed with in-house foster carers or connected persons. The cases were selected using the following criteria:

Cat.	Description	Number
A	Children placed in a connected persons placement	3
B	Children placed in an in-house foster care placement for 6 or more years	2
C	Children placed in an in-house foster care placement for 2 to 6 years	2
D	Children placed in an in-house foster care placement for 0 to 2 years	2
E	Unaccompanied asylum seeking children placed in in-house foster care	2
F	Placement with a complaint or LADO investigation against a foster carer	1
Total cases to be reviewed		12

Based on these criteria, the following cases were reviewed. The cases were also selected to provide cases held by different supervising social workers from all three units to ensure a fair reflection of social work practice across the fostering service.

Case	Cat.	Child CRS ID	Foster Carer	Social Worker	Unit
1	A	179998	EM	SM	3
2	A	2117665	KH	HT	2
3	A	2121488	SA	MS	1
4	B	2086682	JA	AC	1
5	B	165432	RG	ES	1
6	C	2506955	AM	GP	1
7	C	185579	CB	WG	1
8	D	2151428	AG	JP	1
9	D	2174366	DC	EW	2
10	E	2155323	SM	SE	2
11	E	2540824	JS	CR	2
12	F	2535477	SS	BM	3

The case reviews were completed alongside the supervising social workers using a standard audit template based on the child-focused and service standards in the National Minimum Standards for Fostering Services. The reviewers also examined the case records for the child and foster carer to support their case discussions with the supervising social workers. Interviews were also completed with the three Unit Managers to test out current practice and emerging themes from the case reviews. A desktop review was completed of the strategies, policies, operating protocols and practice guidance in place in the fostering service.

The reviewers also focused on assessing the impact of the action plan that has been in place since April 2017 following the independent audit. The action plan has these improvement areas:

No.	Improvement area	Current status
11.2	Training and guidance for supervising social workers on the use of the CRS to improve recording practice.	In progress
11.3	Regular supervision of supervising social workers in line with the supervision policy.	In progress
11.4	Case records need to evidence matching considerations when making placements, and include risk assessments.	Completed
11.5	An improved relationship and communication between the fostering service and the Looked After Children (LAC) teams, including supervising social workers attending LAC reviews.	Completed
11.6	Foster carers should have an agreed training, support and development plan which is regularly reviewed.	Completed
11.7	Supervising social workers should ensure that all members of the fostering household are visited regularly and their views obtained and recorded.	In progress
11.8	The fostering service needs to have an increased role in permanency planning for Looked after children.	In progress
11.9	Foster carer reviews must take place within timescale and be inclusive of all members of the fostering household.	In progress
11.10	Complaints about foster carers must be dealt with fairly and robustly, with the outcome communicated and recorded.	In progress
11.11	Consultation with foster carers of unaccompanied asylum seeking children to determine whether additional support is required.	In progress
11.12	Information on delegated authority should be more widely shared with foster carers, especially in relation to overnight stays.	Completed

Findings

What's working well?

Finding 1: There was a strong focus on the hearing and responding to the views, wishes and feelings of children and young people in foster care. Supervising social workers know children and young people well and are able to talk knowledgeably about their histories, needs, plans and aspirations. Most case recording evidences that children and young people are consulted about the care and support that they receive, and direct work is meaningfully used to explore their views, wishes and feelings. Observations are appropriately recorded in the large majority of cases. There is evidence to show how foster carers and supervising social workers have responded positively to children's and young people's wishes, or have explained the reasons why this is not possible.

Finding 2: Children are safe in their placements and foster carers have an appropriate focus on safeguarding children and young people. The safe and caring relationships and homes that foster carers provide to children is evident in the case recording. There are Safer Caring Agreements in place for all children and young people; however, these tend to be generic and are not focused on the individual needs of each child. (**Recommendation A**). Agreements include actions to safeguard children inside and outside the home and when using the Internet and social media. Foster carers seek information and advice from their supervising social workers on safeguarding issues, and risk assessments and referrals are made when there are concerns, including when children go missing from their placement, or are at risk of sexual exploitation. Only one young person in the sample had been missing and appropriate local procedures were followed and a safety plan developed. Foster carers have received training in safer caring and safeguarding, and the very large majority have received training in managing challenging behaviour. There was no evidence that foster carers caring for children with disabilities had received specialist safeguarding training. In two cases, an allegation had been made against a carer for physical abuse. In both cases, a referral was made to the Designated Officer and appropriate action was taken; neither allegation was substantiated. The management of complaints and allegations against foster carers has improved since the independent audit made a recommendation (11.10) to improve practice in this area.

Finding 3: Foster carers are committed to supporting and achieving positive outcomes for the children and young people in their care. Foster carers are engaged with the fostering service and the very large majority work constructively with supervising social workers to provide excellent standards of care. The retention rate for foster carers is high at 97%. There is good evidence that foster carers are proactive in seeking support for young people's education, health and leisure interests. Foster carers routinely attend LAC reviews and Personal Education Plan (PEP) meetings. There were issues with 3 foster carers (25%) completing foster carer logs with little challenge or follow-up from the supervising social worker; however, notifications of significant events were routinely made to supervising social workers.

Finding 4: Placement plans are completed and regularly reviewed. The majority of children's placement plans are completed promptly following a placement planning meeting. In the sample four placement plans (33%) had been delayed. Plans are updated every six months following the review of the child's care plan at the LAC review. Placement plans are of variable quality and detail; however, foster carers actively contribute to placement plans which also reflect the wishes and feelings of children and young people. Stability meetings are held when appropriate; this has proved effective in two cases within the sample which had prevented placement breakdown.

Finding 5: Children and young people are provided with care that promotes their cultural heritage and identity. Although not all children are in culturally-matched placements, there is good evidence that foster carers are promoting and meeting their identity needs. Examples include: meeting the dietary and religious needs of an unaccompanied asylum seeking child; teaching two Black African children to treat and care for their own hair; and supporting individual children's choices about their clothes and personal interests.

Finding 6: Foster carers have access to good multi-agency support for the children and young people in their care. There is good evidence that children and young people are supported in their education, health and leisure interests. The support provided by the LAC nurse and the Virtual School is effective; the work by the Virtual School to support the education and vocational training of unaccompanied asylum seeking children is particularly noteworthy. Personal Education Plans were in place for the very large majority of children (84%). Foster carers and supervising social workers are identifying specific support needs and are making appropriate referrals for services; for example, a supervising social worker researching and making a referral for support with faecal smearing. Individual support is available to foster carers from CAMHS for issues with children's and young people's emotional development and challenging behaviour.

Finding 7: Visits by supervising social workers are regular and most are meaningful. Visits happen every four to six weeks. The majority of visits are announced. Unannounced visits are not yet consistent: 75% of cases in the sample (9) had at least one unannounced visit each year in line with the agreed practice standard. Supervising social workers routinely speak to children and young people during these visits and there is evidence that they speak to them alone. They also generally see and speak with all members of the foster care household. This is an improvement since the independent audit which made a recommendation (11.7) on this area of practice. There is evidence of regular joint visits between the child's social worker and the supervising social worker which are positive for improving communication, consistent messaging and coordinated working. Visits are largely meaningful in identifying the support needed by foster carers (including their training and development needs) and in provide strategies on managing difficult issues, such as school refusal and challenging behaviour. There has been historic delay in actioning some of the support required by foster carers, including making referrals to other agencies, which has left carers feeling frustrated and unsupported. This has not been helped by changes in supervising social workers. More recent casework indicates that this situation is improving. Supervising social workers are beginning to have more challenging conversations with foster carers about non-compliance and delays to implementing changes. There is a lack of clarity about the support available to foster carers when their supervising social worker is absent on leave or through ill health. A duty system is

in place; however, the expectations of supervising social workers on duty are unclear and have resulted in a lack of support to some foster carers. (**Recommendation B**).

Finding 8: Supervising social workers support foster carers to promote and maintain family contacts and relationships. This includes contact with parents, grandparents, siblings, wider family and friends. Contact arrangements are clearly set out in the placement plan for all children and are evidenced in the case recording. All contact arrangements comply with court orders and the child's or young person's care plan. Further work could be done by supervising social workers to support those foster carers, particularly connected person carers, who are finding it difficult to manage emotional issues resulting from contact.

Finding 9: The support provided to help young people plan for independence and adulthood is good. An independence checklist has been completed for all relevant young people in the sample and in the remaining cases foster carers are supporting younger children with early independence skills such as their personal care. There was good evidence that young people were being supported to develop practical independent living skills, financial capability and appropriate social and sexual relationships. The Virtual School is working effectively to support young people in education and training. Staying Put arrangements are in place in two cases and are supporting young people in their transition to independence and in meeting their aspirations for adulthood.

Finding 10: There is an improved working relationship between the fostering team and the Looked after children (LAC) team. Supervising social workers reported that they had positive working relationships with social workers responsible for Looked after children. This was evident in joint visits and joint work to achieve permanency for children and young people. This is an improvement since the independent audit made a recommendation (11.5) to improve practice in this area. Communication between social workers has also improved; however, there remains too much emphasis on foster carers relaying information about children to their supervising social worker, including extending invitations to key meetings such as LAC reviews, rather than communication and information-sharing happening directly between professionals.

What are we worried about?

Finding 11: Permanency planning processes are not yet fully embedded meaning that permanent placements for some children and young people have not been secured in a timely way. Revised permanency planning guidance was issued by the Head of Service for LAC in March 2017. The guidance sets out the expectation that all children aged 5 and under will have a permanency planning meeting (PPM) within 15 days of becoming looked after to ensure their permanence is planned and achieved in a timely manner; subsequent PPMs should be held five days after every LAC review until the child's permanence is achieved. For children aged 6 and over, a PPM should be held 15 days after their second LAC review and every subsequent review. Each PPM should be attended by the child's social worker and their unit manager, the supervising social worker from the fostering service and the social worker responsible for family finding. The PPM is chaired by the Unit Manager or a duty manager from within the same service. There was evidence of effective permanence planning in five (42%) of the sampled cases. There was an improved picture for children who had more

recently come into care, indicating that the process if not yet fully embedded within the fostering service. Supervising social workers are not routinely attending PPMs and are not able to consistently explain the agreed processes for securing permanency, indicating a need for training and development in this area. Some progress has been made in this area since the independent audit which made a recommendation (11.8) to improve this area of practice. There was a lack of permanency planning for children and young people living in connected person placements, particularly in relation to agreeing special guardianship arrangements for children (see CRS 179998 and 2121488). (**Recommendation C**).

Finding 12: There is no established process for matching children with their foster care families. Searches for foster care placements are completed by family finding social workers in the Business Relationships Team (BRT). The BRT is supported by a duty supervising social worker on a rota basis. The placement plan is used as a checklist for matching a child to a foster carer when they come into care. Available foster carer placements are listed on a duty board which is updated by the BRT. Initial matching is primarily informed by the knowledge of foster carers held by the manager in the BRT and by the supervising social workers and their unit managers, rather than the team having access to updated foster carer profiles to inform the matching process. The impact is that initial placements can be based solely on availability and/or a partial knowledge of foster carer(s), meaning that some children have experienced one or more placement moves during their initial time in care due to a poor match. The recording of initial matching is limited and there are no formal matching reports. A recommendation with rationale to match a child with a particular foster carer is sent in an email to the fostering duty manager for approval. There was very limited evidence that the decision was recorded on the child's or the foster carer's electronic record as management oversight. This was a recommendation (11.4) in the independent audit about the matching process and limited progress appears to have been made over the last 12 months. (**Recommendation D**). Long-term matching of foster care placements is discussed in supervision with the foster carer and at the annual foster home review. Unit Managers explained that there is an expectation that long-term matching would be discussed with the foster carer once the child had been in the placement for six months. There was evidence in the case recording that these discussions are taking place with foster carers. There is a template matching report. Long-term matches have not been consistently been considered at the Fostering Panel and approved by the agency decision-maker (CRS 2117665; 2506955; and 2155323); however, this has improved in the last 12 months. There is a clear process for agreeing connected person placements. Initial checks and a viability assessment are completed to provide 16-week temporary approval in line with Regulation 24 of the Care Planning, Placement and Review Regulations 2010. Full assessments are then completed by an independent social worker and reported to the Fostering Panel and Agency Decision Maker for approval. This process had been followed in all three connected person cases within the sample.

Finding 13: Management oversight and direction is inconsistent across the fostering service. There is differing decision-making between Unit Managers in relation to casework. Management oversight is absent or inadequately recorded on the foster carer's record with an over-reliance on supervision notes to record management direction and decisions. (**Recommendation H**). Personal supervision is regular. This is an improvement since the recommendation (11.3) in the independent audit; however, supervision lacks a sufficient focus on casework. In two cases in the sample (17%), case supervision has not happened since

2016. Supervision would also benefit from being more reflective and from using a consistent supervision model or approach. The implementation of the Strengthening Families practice framework should provide this opportunity. The supervision template has been adapted by Unit Managers to meet their individual preferences. A standard template should be used and would benefit from being based on the 12 child-focused standards in the National Minimum Standards. (**Recommendation E**).

Finding 14: Not all foster carers had a completed Training, Support and Development (TSD) Plan. There is limited evidence that the TSD has informed the training and support needs of each foster carer, nor that supervision has consistently used to identify and promote training to foster carers. (**Recommendation F**). This issue was identified in the independent audit (recommendation 11.6) and limited progress has been made in the last 12 months. There is an effective core training offer available to foster carers covering key areas such as safer caring, first aid, safeguarding, attachment and managing challenging behaviour. There is only one example in the sample of specific training being provided to a foster carer; this was training on medication and behaviour management techniques to support a child with a complex disability. Most supervising social workers noted the need for more specialist training for experienced foster carers and those supporting children and young people with more complex needs and challenging behaviours. There is a mentoring scheme, a support group led by the Croydon Foster Care Association (CFCA), and a support group for connected person carers, but wider support groups and networks are not in place. All foster carers had back-up carers to provide additional support when required.

Finding 15: There is limited evidence that foster carers are being given formal delegated authority to make everyday decisions about the child or young person in their care. Formal delegated authority for decision-making had been given to three foster carers (25%) and recorded on the file using a tick-list template. There was evidence in the case recording that delegated authority had been discussed with the foster carer in a further six cases (50%) but this was not formally agreed and recorded. The majority of recorded discussions related to foster carers requesting advice on overnight stays which echoes the finding (11.13) in the independent audit. (**Recommendation G**).

Finding 16: Supervising social workers do not have access to training that meet their specific learning and development needs. There was limited evidence that appraisals or personal supervision involved meaningful discussion about the learning and development needs of supervising social workers and managers. New social workers spoke about the lack of induction into their roles and the service; and managers spoke about the lack of developmental support when stepping up into management roles. Supervising social workers and managers had received important service-wide training on the Strengthening Families practice model, the neglect toolkit, and child trafficking, but there was limited fostering-specific training available to practitioners, for example through BAAF or The Fostering Network. Supervising social workers reported that they would be able to better support foster carers if they had improved access to specialist training.

Finding 17: Case recording insufficiently records the actions of supervising social workers, and does not include all relevant documents. There is differentiation in the standard and quality of case recording by supervising social workers. The large majority of case records were up-to-date and included key documents; however, it did not consistently reflect the

work that supervising social workers were completing with foster carers and the impact that this is having on children in their care. Case recording would benefit from being more reflective and analytical. Most case recording lacked management oversight. Case recording was identified as an issue in the independent audit (11.2) and there has been some progress in addressing this over the last 12 months. (**Recommendation H**).

Finding 18: It is unclear whether foster care allowances for mainstream foster carers and connected person carers are equal and therefore compliant with regulations. The current foster care allowances are set out in the table below. The allowances exceed the minimum weekly fostering allowance rate set by the Department for Education (www.gov.uk/foster-carers/help-with-the-cost-of-fostering) and compare favourably with other local authorities in London and the south-east. The service has a policy that connected person carers receive the basis maintenance allowance (shown below) until the completion of their Training, Development and Support Plan (TSD) during their first year. The service reports that the large majority of connected person carers receive the same allowance rate as mainstream foster carers. The service should assure itself that the current policy fully complies with NMS 28.7 and is consistently applied across the service. (**Recommendation I**).

Type of carer	Age differentiated weekly allowances			
	Age 0-4	Age 5-10	Age 11-15	Age 16-18
Connected person carer	£161.27	£187.10	£233.04	£296.96
Level 1 foster carer (standard)	£346.76	£346.76	£346.76	£425.14
Level 2 foster carer (enhanced)	£390.95	£419.65	£481.86	£516.32

Finding 19: Annual foster care reviews are not held within timescales and are not considered by the Fostering Panel with appropriate regularity. Annual foster home reviews are completed by the supervising social worker and approved by the Unit Manager. Reviews were of variable quality and detail, although they did involve consultation with the foster carer(s), the child or young person in the placement and their allocated social worker; they also considered recent changes in the household and placement, any training and development completed by the foster carer(s), and their access to support. Supervising social workers reported that the current policy was for the first and third reviews to be considered by the Fostering Panel. The fostering regulations require that the first review should be considered by the Panel to determine whether the foster carer's approval should continue and whether there should be any changes to the approval. There is no legal requirement for subsequent reviews to be considered by the Panel unless there are significant changes to the household or the carer's approval, although this would be good practice. There was notable delay in the completion of annual foster home reviews in 67% (8) of the sampled cases, with evidence that only 75% (9) had been considered by the Fostering Panel. Limited progress has been made in this area since the independent audit which made a recommendation (11.9) to improve the timeliness and participation in reviews. The drift in the completion of annual foster home reviews and the lack of independent review or scrutiny of foster carers beyond their first review is a concern. (**Recommendation J**). There was a clear process for changes to

foster carer approvals and exemptions, with the Service Manager agreeing emergency placements outside the terms of a foster carer's approval for a maximum of six days in line with Regulation 23 of the Care Planning, Placement and Case Review (England) Regulations 2010. Approval changes and exemptions are approved by the Head of Service as Agency Decision-Making using a standard template. One case was identified where there was no evidence of a change in age approval for a foster carer (CRS 2174366).

Finding 20: Social workers and managers are not consistently aware of the regulations and standards for fostering services, and the local policies and practice guidance available to support them. There is a clear Statement of Purpose for the Fostering Service (2017/18) and a Children's Guide to being looked after (undated). The statement of purpose is in the process of being updated for 2018/19. There are guidance and policies for supervising social workers and managers in the procedures manual (www.proceduresonline.com/croydon). This cover services for Looked after children, permanency planning and placements in foster care. Guidance is also available in the manual in relation to specific circumstances, such as support for connected persons and staying put arrangements. However, there is a lack of consistent awareness and application of regulations, local policies and practice standards by supervising social workers and, as noted in finding 13, management decision-making can be inconsistent. **(Recommendation K).**

Recommendations

What needs to change?

- A. Review all Safer Caring Agreements to ensure they are specific to each child in the foster care placement and that they contain all necessary information relevant to the safe care of the individual child.
- B. Develop and implement management guidance about the expectations of supervising social workers when they are on duty in the fostering service; in particular, provide clarity on the level of support they should be providing to foster carers when their allocated supervising social worker is absent from work.
- C. Provide support to supervising social workers and managers in the fostering service to understand their role in ensuring appropriate and timely permanency planning for all children and young people in care, including those in connected person placements; strengthen management oversight of permanency planning for individual children in the fostering service through regular tracking during casework supervision.
- D. Develop and maintain profiles for all foster carers to support and improve the matching process; ensure that matching decisions are clearly recorded and evidence the rationale for the placement, as well the risk assessment and support plan for the foster carer(s).

- E. Consider revising the supervision template used by the fostering service to reflect the approach of the Strengthening Families practice framework, and to cover the 12 child-focused domains in the National Minimum Standards, so that there is a clear focus on the impact that the fostering service is making on improved outcomes for the child; ensure that supervision and annual appraisal has an appropriate focus on the learning and development needs of supervising social workers and managers.
- F. Ensure that all foster carers have a training, support and development Plan that is developed at the point of their approval, reviewed during supervision, and updated annually as part of their annual foster home review; ensure that the training offered to foster carers is tailored to their identified needs, including the provision of specialist training for those carers supporting children and young people with more complex needs.
- G. Review all foster care placements to ensure that foster carers have been provided with information about delegated authority and that formal agreements are in place for them to have authority to make everyday decisions about the children and young people in their care, including overnight stays and going in school trips.
- H. Develop recording guidance for supervising social workers and managers that sets out the standards for case recording so that information and key documents are recorded in the correct section of the case record; ensure that recording is reflective, analytical and demonstrates impact; and ensure that the guidance makes clear the expectation that managers record their oversight, direction and decision-making as a separate case note.
- I. Review the current policy on allowances for connected person carers to provide the assurance that these allowances are equal with those for mainstream foster carers and comply with regulations and the National Minimum Standards.
- J. Ensure that annual foster care reviews are completed within timescale; consider whether reviews should be completed independently of the allocated supervising social worker, and whether they should be considered by the Fostering Panel beyond the first and third reviews to provide additional scrutiny.
- K. Support supervising social workers to develop a clear understanding of the regulations governing fostering services, as well as local policies and practice guidance; ensure that there is appropriate induction for new supervising social workers in the fostering service (including agency social workers); and ensure that managers have opportunities to meet and work collaboratively so that there is consistent application of practice across the fostering service.

Contact

Ian Dodds
Deputy Chief Executive
Achieving for Children
ian.dodds@acheivingforchildren.org.uk

Alison Twynam
Director of Children's Social Care
Achieving for Children
alison.twynam@achievingforchildren.org.uk

Deborah Glassbrook
Director of Improvement
Achieving for Children
deborah.glassbrook@achievingforchildren.org.uk

23 April 2018

Annex A – National Minimum Standards

The tables below set out the fostering service's compliance with the fostering regulations set out in the NMS for Fostering Services using a RAG rating system. A green RAG-rating indicates the service is fully compliant with the relevant standard. A RAG-rating of amber indicates that the service must take action to ensure that full compliance with the standard is achieved. No standards were RAG-rated as red (total non-compliance). The letter reference in the RAG-rating column links to the recommendation in this report aimed at securing full compliance.

Child-Focused Standards

No.	Standard	RAG-rating
1.	The child's wishes and feelings	Green
2.	Promoting positive identity, potential and valuing diversity	Green
3.	Promoting positive behaviour and relationships	Green
4.	Safeguarding children	Amber (A)
5.	Children missing from care	Green
6.	Promoting good health and wellbeing	Green
7.	Leisure activities	Green
8.	Promoting educational attainment	Green
9.	Promoting and supporting contact	Green
10.	Providing a suitable physical environment	Green
11.	Preparation for a placement	Amber (C) (D)
12.	Promoting independence and moves to adulthood	Green

Standards for Fostering Services

No.	Standard	RAG-rating
13.	Recruiting and assessing foster carers	Amber
14.	Fostering Panels and decision-making	Amber (J)
15.	Matching a child with a placement that meets their needs	Amber (D)
16.	Statement of purpose and children's guide	Green
17.	Fitness to manage the administration of a fostering service	Green

18.	Financial viability and business continuity	Green
19.	Suitability to work with children	Green
20.	Learning and development of foster carers	Amber (F)
21.	Supervision and support for foster carers	Amber (B) (G) (K)
22.	Handling allegations and suspicions of harm	Green
23.	Learning development and qualification of staff	Amber (E)
24.	Staff support and supervision	Amber (B) (E)
25.	Managing effectively and efficiently	Amber (H) (K)
26.	Recording	Amber (H)
27.	Fitness of premises for use as a fostering service	Green
28.	Payment to carers	Amber (I)
29.	Notification of significant events	Green
30.	Family and friends as foster carers	Amber (C) (I)
31.	Placement plan and review	Green