



## Care service inspection report

# BAAF Scotland - Adoption Service Adoption Service

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Inspected by: Lynne Cameron

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**Service provided by:**

British Association for Adoption & Fostering

**Service provider number:**

SP2004007135

**Care service number:**

CS2004085460

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## Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

### We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

### What the service does well

BAAF (Scotland) provides a high quality service to its member agencies. They provide all members with a range of opportunities to learn and develop a range of services and support by helping them reflect and improve practice. This contributes to the improvement of practice in the provision of direct services to children and their families.

Staff in the organisation are well respected and members value their expertise, skills and knowledge.

All work undertaken by BAAF is evaluated and collated to inform them about what they do well and any areas for improvement. This includes feedback on their operational activity from its members. BAAF (Scotland) has maintained its membership of all Local Authorities and Voluntary Agencies.

The work of BAAF (Scotland) is overseen by the Board of Trustees that provides an effective quality assurance function, including how, as a board they operate.

### What the service could do better

BAAF (Scotland) continually looks at ways of improving their service, and develop the work identified in the self assessment. This included making stronger links with staff development sections in members' agencies so that all training and development in the field of adoption is linked.

The work of BAAF HQ in the development of E-learning and BAAF (Scotland) is to adapt some of their core training and a review of the pilot material will see how this will be taken forward. This is an area that future inspections can look at.

## What the service has done since the last inspection

BAAF (Scotland) continues to respond well to the changing landscape of adoption, changes in legislation, practice and undertaking innovative ways of working. From information from the Annual Review 2012/13, the Service has achieved:

- 34 children matched through the Scotland's Adoption Register
- Provided over 350 days of authoritative and targeted training
- Found placements for 20 children through the West and North East of Scotland Consortia
- Saw 50% increase in children's referrals through the NE Family Placement Consortia.
- 1,500 participants at training events
- Responded to over 350 enquiries from professionals and public
- Participated on over 150 local authority/voluntary adoption and fostering panel meetings
- Delivered 14 workshops and two seminars.

## Conclusion

BAAF (Scotland) are a highly respected and progressive organisation that has the child at the centre of all the work they do. They are an engaging and inclusive organisation and their commitment and motivation supports practitioners and managers in improving the service to children and families who are the most vulnerable. BAAF (Scotland) is seen in high regard by all member agencies.

## Who did this inspection

Lynne Cameron

## 1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

The service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

### **Requirements and recommendations.**

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

- A recommendation is a statement that sets out actions the care service should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.
- A requirement is a statement, which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of Regulation, orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

British Association for Adoption & Fostering Scotland, (referred to in this report as BAAF (Scotland) is a national membership organisation widely subscribed to by those concerned with adoption and fostering work. BAAF has four main roles which include the following:

1. Developing policy and practice guidelines, publishing research studies, training materials and practice notes, providing training, consultancy and seminars, organising multi disciplinary forums, developing medical and social report forms for family placement.
2. Raising public and professional awareness of the issues affecting looked after children.
3. Influencing policy makers across the UK by lobbying parliamentarians and local

government on legislative and policy developments, responding on behalf of its members to a wide range of consultation documents, maintaining a high public profile to promote the best interests of children.

4. Assisting agencies in finding families for children through Scotland's Adoption Register, the West of Scotland Consortia, the North East of Scotland Consortium, offering training and consultancy on child placement issues, publishing literature to be used in direct work with children, organising an annual Adoption Week and running the BAAF web recruitment pages. Through its UK wide services, BAAF produces a newspaper "Be My Parent" which features children requiring families.

The Scottish branch of the Service is based in Edinburgh and is managed by the Scottish Director who is responsible for the day to day support and supervision of the team. The Scottish Director is the registered manager of the service.

BAAF (Scotland) are providing a service to children and families, prospective foster carers and adopters and approved foster carers and adopters through their work with their members.

The stated aims of the Service are:

"To promote and develop high standards in adoption, fostering and child placement services.

To promote public and professional understanding of adoption, fostering and the lifelong needs of children separated from their birth parents.

To ensure that the developmental and identity needs of looked after children are respected and addressed by social work, health, legal and educational services.

To inform and influence policy makers and legislators and all those responsible for the welfare of children and young people".

Based on the findings of this inspection this service has been awarded the following grades:

**Quality of Care and Support - Grade 6 - Excellent**

**Quality of Staffing - Grade 6 - Excellent**

**Quality of Management and Leadership - Grade 6 - Excellent**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website

## Inspection report continued

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www.careinspectorate.com or by calling us on 0845 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

We wrote this report after a short notice announced inspection that started on Tuesday 4th February. We went back to the service on the 10th, 11th 12th and 13th February. We concluded our inspection on the 13th February and provided feedback to the manager on Thursday 13th February.

The inspection was carried out by locum care inspector Lynne Cameron. During this inspection we gathered evidence from various sources, including relevant policies, procedures, and other documents, including:

Minutes of:

- Panel Chairs Forum
- Practice Development Forum
- Scottish Committee
- Scottish Health group
- Scottish Legal Group
- Board Meetings
- Scottish Adoption Register Steering group
- Permanency Planning Course

We looked at:

- BAAF Strategic plan 2011-14
- BAAF draft Strategic Plan 2014 -17
- Annual Review updates
- Performance Indicators quarterly reports
- BAAF Website
- Training evaluations
- Permanency Planning Course Handbook
- Publicity material
- Training material

- Supervision records
- Appraisal documentation
- Induction documentation
- Policies, procedures including employee handbook
- Feedback regarding panel membership
- Feedback for participants at events attended

Observation of:

- Chairs Forum
- Course Committee Meeting
- Workshop for medical advisers
- Participation in Adoption Activity workshop

We interviewed:

- The Director
- Two Trainer/consultants
- Legal Consultant
- Two Co-coordinators for the Consortiums
- Project Leader, Scotland's Adoption Register
- Child Placement Consultant
- Volunteer

We spoke with a number of participants at the events and groups we attended.

## **Grading the service against quality themes and statements**

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

## **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects

of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

## Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)

## **The annual return**

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

## **Comments on Self Assessment**

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The self assessment was completed before the inspection took place. Strengths and areas for improvement were identified which assisted the inspection process.

## **Taking the views of people using the care service into account**

The people we spoke to at workshops, forums and from information from evaluations, demonstrate that BAAF (Scotland) are held in high regard and are providing an excellent and invaluable service to its members.

## **Taking carers' views into account**

Not applicable.

## 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

### **Quality Theme 1: Quality of Care and Support**

Grade awarded for this theme: 6 - Excellent

#### **Statement 1**

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

#### **Service strengths**

BAAF (Scotland) meets this standard very well. The service works extremely well with its partnership member agencies so that practice can be continually improved in the service delivery to children and families. BAAF includes all local authorities and voluntary adoption agencies in Scotland, Independent fostering providers and individual members in Scotland. Given the current financial situation all are faced with, this, in itself, suggests that they are satisfied that BAAF is improving the quality and support to staff so that they can deliver services more effectively. Members are written to annually reminding them of the renewal date of their membership. This is accompanied by an excellent letter explaining what BAAF does, and what the plans are for the year ahead. The letter clearly sets out what members can expect so that they are well aware of what they are paying for and can make an informed decision about future membership.

From this committed membership, all are involved in continually assessing and improving the quality of care and support provided by the service. All aspects of work undertaken is evaluated by using questionnaires from courses, workshops and conferences.

We found evidence of a variety of opportunities for all involved in the adoption of children in assessing and improving the service through the use of questionnaires and discussions at various forums and events.

One of the main and excellent benefits for member organisations is bringing people together to learn from one another and sharing practice to influence change and development.

All work undertaken by BAAF is child focussed as evidenced in the delivery of training and development, workshops, conferences, practice forums, and consultation to the public and professionals.

We found regular meetings throughout the year for professionals to meet. This includes;

- Panel Chairs Forum
- Practice Development Forum
- Scottish Committee
- Scottish Health Group
- Scottish Legal Group
- Joint Committee and Association of Directors of Social Work Meeting
- Special Interest Groups

As an example, from observation at the Panel Chairs Forum where there were 26 participants, there was a range of opportunities to share practice and discuss emerging themes, for example, current research, Sheriff's judgements, the post graduate course, the Adoption Register, Letterbox contact, Adoption Activity days, birth families and solicitors attending panels. All aspects of the interaction linked clearly to the role of panel members and chairs in considering practice and emerging themes. This opportunity for panel chairs to come together is invaluable. The minutes of the above meetings all support the sharing of practice.

The work in organising all work is planned ahead with a range of material being provided to members. This planning sets out particular areas for evaluation.

Participants in training programmes and workshops are asked to complete questionnaires, which are collated and analysed. The questions are;

- Did the course meet the learning objectives?
- To what extent were the issues of diversity and difference addressed?
- What were the main learning points from this course?
- What parts did you find most and least useful?
- How will you apply this learning to your practice?
- Any further comments?

The outcomes of the evaluation were all positive, for example, Preparing Form E, Permanence Reports, 27 participants attended, 25 said very good to content and one good and all 26 stated very good for delivery. None of the evaluations rated courses and workshops as satisfactory or poor, and the majority of responses were rated as very good. We found that, from all evaluations, that participants took time to make a

lot of comments in expressing their views.

We found all evaluations very positive and some comments included:

"It helped to bring the purpose of preparing Form E's to life and promoted professional confidence". "The BAAF day stands out for me as something that influences my practice. I found my thoughts and practice have been challenged by the information that was given to me". "I will ensure this work is completed for all children who are being placed in permanent care (Life Story workshop)". Feedback from local authorities after the input from BAAF on outcome of Permanency Planning included "Practitioners agreed that they felt more confident in dealing with Permanency cases". Feedback specific about how it was delivered was "...being completely child centred and helped participants to see things from a child's perspective".

We found other correspondence from members of the public that had a connection to adoption, thanking BAAF for the support provided.

The Practice Development Forum provides another opportunity for practitioners to share experiences and learn from one another, e.g development of Social Pedagogy, and up to date matching information from the Consortiums.

The North East and West of Scotland Consortia is facilitated, co-ordinated and supported by two co-ordinators responsible for each Consortium. The Director of BAAF (Scotland) chairs the Consortium meetings. Each Consortium organise development events as well as the activity around matching.

The Director of BAAF provides reports to the Scottish Committee, and covers a wide range of topics, e.g, use of sessional agency workers in assessments.

## **Areas for improvement**

The service should continue to evaluate their delivery of the training and development of its members and maintain its methods of keeping up to date with legislation and practice.

As identified in the self assessment, stronger links with staff development sections in members' agencies would be beneficial so that all training and development in the field of adoption is linked.

The work of BAAF HQ in the development of E-learning, which means a further option for members in accessing training and development material, and BAAF (Scotland) is to adapt some of their core training and a review of the pilot material will see how this will be taken forward. This is an area that will continue and will be subject of future inspection discussions.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## Statement 3

We ensure that service users' health and wellbeing needs are met.

### Service strengths

We found that BAAF (Scotland) are highly committed to ensuring that the health and wellbeing needs of children and young people, prospective and approved adopters were well met.

The courses, workshops, conferences, West and North East Consortiums, the Adoption Register and consultation and Exchange days organised and delivered by BAAF all relate in different degrees to the health and wellbeing needs of children and young people, prospective and approved adopters. This is evidenced in a number of ways. We found that the courses and workshops delivered to staff from a range of agencies provided them with knowledge, skills and tools that contribute to the delivery of services that assess, support and make plans for children and young people at different parts of the 'permanence process'. This extends to the assessment of and support to adopters going through the assessment and matching process and following placements being made. We found in all of the above 'processes' the health and wellbeing needs of all concerns are paramount, in the here and now, and in the short and long-term.

BAAF deliver set programmes and also respond to requests from agencies on specific topics. Below is a combination of examples of this:

- Preparing Form E's, Permanence reports
- Securing the future for children in Fife
- Assessing LGBT carers
- Child Protection for Family Placement workers
- Planning for permanence
- Neglect
- Direct work with children
- Achieving best outcomes at Children's Hearings
- Assessment of prospective adopters
- Caring for Black and Minority Ethnic (BME) children
- Training for Trainers (BME)

BAAF (Scotland) run the only Postgrad course in Family Placement in Scotland, Securing Children's Futures 'Good Practice in Permanence Planning and Family Placement'. This includes attachment and resilience and health and wellbeing run

through elements of all modules. The 9th programme started in December 2013. We found a robust evaluation was in place for this course that included positive feedback from participants on Module 1 (January 2014). The 'accreditation' of this course in being done by University of Strathclyde. The course is also supported by an external examiner. Participants attend from all over Scotland with a mix from voluntary adoption agencies, independent fostering providers and local authorities. Feedback from this course included a positive comment in relation to having an adoptive parent speak at one of the modules.

In addition, we partly observed a workshop for Medical Advisers. This workshop, covered current challenges and practice identified by those participating as well as direct input and opportunity for discussion together and in small groups. We found a good sharing of experience and knowledge and feedback from medical advisers was, that opportunities to hear and share with others were invaluable. Topics for the day included: Past and current context of medical advisers role, working with your medical adviser, lifestyle issues in substitute carers, Fit to Foster but Able to Adopt, a 21st Century Epidemic (obesity), what Adopters, Foster Carer and Kinship carers need to know about the Health of a child.

BAAF (Scotland) facilitate health group meetings and an annual health conference which provides participants with further opportunities to share learning and experience. We found the topics for the annual health conference were highly relevant to the health and wellbeing of children and young people: in 2013, topic was "Uncertain Futures" - challenges of predicting future impact on children of inherited vulnerabilities and the 2014 conference topic is "In utero exposure to substance Misuse - not just a problem for the neo-natal ward. Two young people spoke at the 2013 conference on resilience from their own perspective.

We found relevant subject areas being discussed, at the forums, for example, the role of Looked After nurses in initial health assessments of children when being accommodated.

We found a range of activities were taking place to find families for children enabling them to feel secure, and as a consequence address their ongoing health and wellbeing needs. This includes the Scottish Adoption Register, Exchange days and the work by the West and North East Consortiums. In addition BAAF (Scotland) use the experience of those, south of the border, to offer opportunities for agencies to look at the outcomes for children as a result of Adoption Activity days.

In 2011, the Scottish Government asked BAAF to develop Scotland's Adoption Register. The register which started 2011 is secure as it contains a data base of sensitive information about children and adopters. A data sharing agreement exists with all agencies that use the register and 94% of adoption agencies use the register. These agencies refer adopters and children to the register which acts as a linking mechanism.

In Scotland, to date, there have been six exchange days, where workers, foster carers and adopters come together to talk about the children and by seeing photos and profiles. At the first Exchange day 74 children were featured.

This has been led by BAAF and as a consequence of feedback, various changes have been made to the functioning of these days, for example too many people there. We found that these days were planned well, with very good preparation for those attending and research was used to inform how best to organise them. We found that a Webinar had been developed for adopters which highlighted children waiting for adoption and is accessible to adopters who were unable to travel distances for other events such as the Exchange days.

From observation at a workshop on Adoption Activity days, there was an appetite from a number of agencies to be involved and participate in Adoption Activity days. Agencies were keen as it would give a further opportunity to find adoptive families and provide children the opportunity for adoption and sense of belonging and identity.

The West of Scotland and North East of Scotland Consortiums have continued to develop and address requests from agencies. The Consortium meet four times a year and in addition will undertake joint development days, such as the Adoption Activity day workshop, and other workshops, for example, that has input from researchers and individuals with a wealth of knowledge in adoption, attachment and impact on children and young people.

Outcomes from the Exchange days and the Consortiums have seen;

Year 1 - 8 children matched

Year 2 - 17 Children being matched

Year 3 - 52 children being matched

In addition Specialist Interests groups took place about specific topics such as 'letterbox arrangements'. A monkey survey was done prior to these specialist interest groups being planned that meant that all were consulted on the timing, venue and length of time people could spend.

To coincide with National Adoption week, the Consortium hosted information stands in local shopping centres to provide the public with information about adoption.

A Scottish Children Waiting newsletter is circulated to all adopters and agencies that are registered on the Scottish Adoption Register, this means that adopters can be proactive and take a lead in identifying children.

We found that input of staff from BAAF in their role on adoption and permanence

panels brought an insight into the health needs of children and those of adopters and supported the panel in discussing some complex and challenging situation.

BAAF have launched a new film featuring adoptive families from across Scotland to help recruit more adopters. The adoptive families have shared their heart-warming stories to inspire people to consider becoming a 'forever family' for a child or sibling group who are unable to live with their birth family.

The involvement of BAAF in all of these activities ensures that the health and wellbeing needs of children and young people are at the centre and contributes to the life chances of these children and young people.

In addition, a child placement consultant provides consultation and support to agencies and is asked to conduct individual case reviews. Both these activities supports the agencies to consider the health and wellbeing needs of children.

## **Areas for improvement**

The service should, as identified in the self assessment continue to address any input on the courses of the emphasis on the health needs of children when making adoption support plans.

It was identified by the Project Leader of the Scottish Adoption Register, the website and accompanied activity is to continue to be developed with a need to look at the challenge of placing of siblings. This is an area that will continue and will be subject of future inspection discussions.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

#### Service strengths

The strengths highlighted in Quality Theme 1, Statement 1 are also relevant to this statement. We found there were good opportunities for participate in assessing and improving the quality of staffing in the service.

We found that all work undertaken by BAAF staff was evaluated and collated to ensure they continued to provide a high quality service.

We found all evaluations and analysis of all courses and workshops very positive.

BAAF provide independent chairs; depute chairs and members to Adoption and Permanence Panels to a number of local authorities and voluntary agencies. Currently there is 14 panels being covered between staff members. We saw evaluation forms from a range of services and found the level of satisfaction to be very high, and feedback included, 'brings great deal of insight into current legislation, good leadership, supporting and helpful, balanced, objective views and lots of experience of permanence, relates well to panel members, clarity of task and purpose". Service Level Agreements are in place between BAAF and the agencies to which they provide panel chairs, vice chairs and members.

We found that when recruiting staff to BAAF (Scotland) that a member agency was invited to be part of the recruitment process. BAAF (Scotland) experience little turnover of staff members other than staff leaving through retirement. They are proactive in recruiting so that there is little gap between staff leaving and new staff starting, for example the recruitment of the legal consultant. This proactively means that service provision can continue.

#### Areas for improvement

As identified on the self assessment BAAF should continue to enable all members to keep child focussed and provide events based on best practice, whilst recognising resource challenges faced by members.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## **Statement 3**

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

### **Service strengths**

From discussion with some members, staff, observation at forums and workshops we found that the service had a very knowledgeable, skilled and committed staff group who work to the National Standards, legislation and best practice. All the work undertaken is child centred. We found that feedback from evaluation about staff was all very positive.

We found comprehensive policies and procedures in place that supported staff in their employment. These policies included codes of conduct, equal opportunities, recruitment and health and safety.

We found very good examples of robust interviewing processes for new staff that is task based, for example, applicants doing a presentation without visual aids on 'The Children and Young Person's Scotland Bill', so that it could be assessed as easily accessible to future audiences.

We found a robust induction programme in place and newly appointed staff told us they were provided with information and opportunities that confirmed this. We found a Confirmation Report was undertaken at the end of the induction period. This covered a range of areas including confirming objectives had been met and also stating the objectives for 2014 -2015. This confirmation report is signed off by Human Resources and the Chief Executive of BAAF.

We found a robust supervision policy and staff reported high quality supervision, that was undertaken formally but ad hoc supervision was available when required. We observed an open door policy where the manager of the service was responsive to immediate requests for discussion. We found very good notes of supervision that were signed by all parties, including the Chief Executive. This means that there is an excellent level of scrutiny into the functioning of the skills, knowledge and abilities of staff.

The Director of BAAF (Scotland) receives supervision from the Chief Executive which means that there is a clear system in place of accountability. In a period last year while a new Chief Executive was being appointed, supervision was still provided by the interim Chief Executive demonstrating ongoing commitment to the high quality of support offered. The Director of BAAF (Scotland) was also involved in the recruitment

of the Chief Executive of BAAF, which meant that there was an inclusive recruitment process.

We found appraisals had taken place with all staff, and reflected a reflective and forward thinking approach. It contains a confidence building component which provides staff with good feedback. It includes future training and development needs of staff that was graded as urgent, less urgent and low priority.

We found that any actions identified in supervision and appraisal records were followed through.

We found that staff were providing consultancy for members and the public on an ongoing basis by providing a duty system. We observed that staff responding to telephone calls was responsive, knowledgeable and reassuring.

Given that BAAF is delivering training and development to its members, it is crucial that staff in the organisation keep up to date with recent research, current thinking on adoption and permanency and training and this is reflected in supervision and appraisal records.

Staff told us that they were provided with various opportunities for their own training and development. This included attending quarterly trainers forums and quarterly policy and practice meetings, various conferences and seminars organised by BAAF. In addition staff attend external conferences, e.g Centre of Excellence for Looked After Children (CELCIS) - Scottish Attachment in Action (December 2013). A future event that staff are attending is the Community Law Advice Network (CL@N) - Making Rights Real Conference March 2014.

We found that a Trainers' residential two day event takes place annually and this provides further opportunities to look at current practice, e.g legislation, exchange days. These are evaluated to inform future direction. BAAF are continuing to develop technology, for example E- Learning and Webinars which will enable a greater access to staff and prospective and approved adopters.

The combination of the above components ensures that staff are up to date in all aspects of adoption and permanency and this is evident from changes made to the delivery of training

We found that administrative staff had gained certificates in emergency first aid and awareness of child abuse and neglect. This recognises the importance if involving all staff in training and development opportunities.

BAAF (Scotland) have an extensive library that is maintained by a volunteer who has a wide range of experience in adoption and fostering. The BAAF publications are far reaching and support staff when devising training programmes. The volunteer also

takes the opportunity to read material and attends events such as Exchange days with the publications and also suggests reading material to others. Relevant publications are also taken by the trainers to their training events.

BAAF (Scotland) were given a very significant bequest with a clear statement from the benefactor of what this should be used for, which was to commission a major study into the experience and outcomes of looked after children in Scotland. There is clear communication between the person acting on behalf of the benefactor and six monthly reports are provided to them. This bequest has funded a 17 and half hour post specifically looking at research. A steering group has been established to oversee the work.

We found that there was invaluable peer support and it was clear that staff had worked at establishing positive networks nationally.

We found that the organisation, in addition to the above, have other communication activity that includes; weekly meeting between administration staff and office manager; bi-monthly work planning meetings; events calendar; BMT newsletter, conference calls; video links; BAAF news.

## **Areas for improvement**

The service should continue to support staff to access training and development or relevant working groups or boards.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## **Quality Theme 4: Quality of Management and Leadership**

Grade awarded for this theme: 6 - Excellent

### **Statement 1**

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

### **Service strengths**

The strengths highlighted in Quality Theme 1, Statement 1 and Quality Theme 3, Statement 1 are also relevant to this statement.

In addition, BAAF are at the forefront of producing materials and publications that support all staff in the adoption and permanence field. These are produced nationally, but specific publications apply to Scotland only, e.g Effective Adoption and Fostering Panels in Scotland, and Adopting a Child in Scotland and publications relating to new legislation that helps workers have a greater understanding of the impact of legislation on children and young people. Adopting a Child in Scotland contains the thoughts and reflections of families involved in adoption. Feedback from those attending the launch of 'Adopting a Child in Scotland' included: 'how well organised, moving and thought provoking last night's event was. It was the perfect mix and really brought the experience to life'. This is another example for BAAF ensuring that feedback which is evaluated happens as a routine and is integral to all that BAAF does.

There have been 110 reviews of some publications and feedback from an international website, identified many with five star reviews.

Each trainer and consultant uses these to inform the delivery of training, e.g Mental Health Issues, Dyslexia, parental substance misuse.

The legal consultant has a key role in informing and supporting the staff of BAAF and member's agencies of recent publications, consultations, court judgements and a range of guidance, e.g inter agency guidance on child trafficking. This informs and provides knowledge when adapting future training and development of courses and workshops.

We found an agreed format is in place when agencies commission work from BAAF. This clearly sets out the remit of the work and feedback is expected from these

agencies about the service that was provided. As referred to earlier in this report these are evaluated and shared with the agency. The Director of BAAF (Scotland) reviews the evaluation and discusses the content with staff.

We found updates and current thinking being discussed from the minutes of the joint BAAF Scottish Committee and the Association of Directors of Social Work. This included, findings of adoption survey, assessing the quality of contact and practice issues in family placement, all of which supports members in developing their own services.

The Director of BAAF (Scotland) was a member of the Looked After Children Service Improvement Group (LACSIG), established by the Scottish Government, (NB this group was concluded by Scottish Government after 3 years of work). This membership means that BAAF can continue to look at ways of developing staff in member agencies in relation to improving outcomes for children and young people who are looked after. This involvement also means that a two way process of communication exchange takes place to inform practice.

We found a Strategic Plan and Strategy for BAAF for 2011-14 and a further one for 2014-2017 is in process of being developed. This contains 10 strategic aims and is aimed at all four nations. Each nation developed its own plan. We found that the aims and subsequent actions identified have all been actioned, for example, the continuation of the Consortiums and continue Exchange Events. The plan is reviewed annually, with six monthly progress reports that have three objectives. This is a comprehensive document that sets out the desired outcomes, outputs and how the activity is to be measured.

BAAF has a Board of Trustees and includes a knowledgeable group of Trustees, including two representatives from Scotland. The Board takes responsibility for ensuring the organisation is well-managed.

Comments from the Chair of BAAF Trustee Board, provides three areas of reflection which informs future direction and emphasises the crucial role that BAAF plays universally.

## **Areas for improvement**

The service should continue to monitor, evaluate and develop its' practice alongside the expectations of BAAF generally.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## **Statement 4**

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

## Service strengths

BAAF has a range of very effective quality assurance and process in place to regularly evaluate the services they provide.

They systematically and consistently quality assure all the activity they undertake. This includes at a national level and in Scotland.

In addition to the evaluation information following every course and workshop delivered, there are numerous other components to quality assurance.

BAAF makes regular use of communication tools, such as bulletins, membership mailings, BAAF news and journals. At the time of membership renewal, members are asked for comments about how the service could be improved.

Some of the changes that have been made as a result of feedback has included, the creation of a duty system, changing the type of venue for the Exchange days and the use of R A Hart's 1992, (HARTS) ladder of children's participation. This includes actions from 2012 to current activity, that highlights how children's participation for the perspective of each of the four nation's Directors should be taken forward, for example continuing the work with Adoption UK and Voice of Young People in Care (VOYPIC).

At UK wide level, BAAF regularly conducts annual full corporate membership surveys. The survey in 2013 received 151 responses. In February 2014, a survey for external stakeholders and staff survey closed. There were 623 responses, 22% were non-members and included 46 adopters and 13 foster carers and six young people. The outcomes of these will be analysed and used as basis of developing a draft set of goals setting out the difference BAAF plans to make over the next few years, which is discussed at Senior Management Meetings. The information from the last survey informed the theme of National Adoption Week in November 2013, - harder to place children.

We found that BAAF undertook an independent consultation exercise on the functioning of the Board and the Management team. This activity demonstrates a transparency and a willingness to continually ask how, as an organisation, they are functioning at all levels.

We found that questionnaires had been sent to all trustees and board members. This provided a snapshot self assessment of current governance, the outcome of which was a strong sense of confidence about the Boards Role and processes.

As BAAF receive funding from the Scottish Government for the administration of the Scottish Adoption Register they are required to provide regular updates.

BAAF have a Strategic Management Information, Records and Knowledge (SMIRK). This system is to improve the management of information and records across the whole of BAAF. This is a comprehensive performance traffic light system that enables everyone within BAAF to locate the information they need to carry out their work effectively and efficiently.

As stated earlier in this report, as a result of a significant bequest, BAAF (Scotland) is undertaking a longitudinal research project. The aim of the project is to explore the experiences and outcomes of children accommodated before age five in Scotland who go on to be placed permanently away from their birth parents. The intention is that it will be a long-term project following a cohort of children from childhood into adolescence and early adulthood. A Steering group has been established to oversee the work, which ensures accountability and quality assurance of the work and monthly reports will be provided to the benefactor and the person acting on their behalf.

We found an effective Performance Indicator (PI's) quarterly collection template that sets out a number of PI's for the four nations. This includes satisfaction rates of course participants.

## **Areas for improvement**

The service should continually measure and analyse the information on the impact of training on course participants to support and help member agencies in demonstrating the difference it makes to practice.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## 4 Other information

### Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

### Enforcements

We have taken no enforcement action against this care service since the last inspection.

### Additional Information

Not applicable.

### Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

## 5 Summary of grades

<b>Quality of Care and Support - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
<b>Quality of Staffing - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
<b>Quality of Management and Leadership - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

## 6 Inspection and grading history

Date	Type	Gradings
23 Jan 2013	Announced (Short Notice)	Care and support 6 - Excellent Staffing 6 - Excellent Management and Leadership 6 - Excellent
28 Jan 2011	Announced	Care and support 6 - Excellent Staffing Not Assessed Management and Leadership Not Assessed
14 Dec 2009	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership Not Assessed
24 Oct 2008	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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ઘેનતી 'તે ઇહ પ્રકાસન હોર તૃપાં અટે હોરનાં ભાસ્પાવાં વિચ ઉપલબ્ધ હૈ।

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