



PEOPLE DIRECTORATE

**STATEMENT OF PURPOSE
ADOPTION SERVICE**

POLICY INFORMATION SHEET

Name of Document	Statement of Purpose (Adoption Service)
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Related document(s)	The Care Planning, Placement and Case Review (England) Regulations 2010 The Children Act 1989 Guidance and Regulations Volume 2: Care Planning, Placement and Case Review The Adoption & Children Act 2002 (revised February 2011) National Minimum Standards for Adoption (April 2011) Children in Care policies and procedures
Superseded document(s)	Adoption Statement of Purpose (April 2017)
Responsible officer(s)	Divisional Manager, Children in Care
Any other relevant information	

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INTRODUCTION

Halton Borough Council People Directorate is committed to ensuring the provision of a comprehensive Adoption Service.

It works within the requirements of legislation and guidance outlined in the following:

- [Children Act 1989](#)
- [Children Act 2004](#)
- [Adoption and Children Act 2006](#)
- [United Nations – Convention on the Rights of the Child, 20 November 1989](#)
- [Local Authority Adoption Service \(England\) Regulations 2003](#)
- [Adoption Agency Regulations 2005](#)
- [Adopted Children and Adoption Contact Registers Regulations 2005](#)
- [Adoption Information and Intermediary Services \(Pre-Commencement Regulations 2005](#)
- [Adoption Support Services Regulations 2005](#)
- [Adoptions with a Foreign Element Regulations 2005](#)
- [Disclosure Of Adoption Information \(Post-Commencement Adoptions\) Regulations 2005](#)
- [Restriction on the Preparation of Adoption Reports Regulations 2005](#)
- [Suitability of Adopters Regulations 2005](#)
- [Adoption National Minimum Standards 2003 – revised 2011](#)
- [Health Act 1999Adoption and Children Act 2002, first revision February 2011](#)
- [Adoption Agencies and Independent Review of Determination \(Amendment\) Regulations 2011](#)
- [Care Planning, Placement and Case Review and Fostering Service Regulations 2013](#)
- [Family Procedure Rules 2010](#)

The Statement of Purpose should also be read in conjunction with:

- [The Adoption Agencies \(Miscellaneous Amendments\) Regulations 2013](#)
- [Statutory Adoption Guidance – Chapter 3 – July 2013](#)
- [Halton's Adoption Policy](#)
- [Halton's Children in Care Procedural Guidance](#)
- [Halton Children & Young People's Plan 2014-17](#)
- [Halton's Care Planning Policy and Guidance to staff](#)
- [Adoption Recruitment Strategy](#)
- [Care Planning, Placement and Case Review Regulations 2010](#)

1. AIMS AND OBJECTIVES

- 1.1 Halton Borough Council People Directorate is committed to delivering a range of high quality Adoption Services, providing assistance and support to meet the needs of children, birth families, prospective adopters, adoptive families and adopted adults.
- 1.2 Halton Borough Council believes that, where possible, it is best for children to be brought up by their own birth family. Where this is not possible, then adoption should be seen as a positive option for children by providing an alternative means of growing up in a loving family and providing a sense of permanence and belonging.
- 1.3 The objectives of Adoption Services are as follows:
- i) To place the welfare, safety and needs of children at the centre of the Adoption Process. Such considerations must therefore take precedence over those of anyone else involved in the process.
 - ii) To ensure that for each child, where adoption is identified as the plan, delay in achieving an appropriate match is minimised
 - iii) To respect and promote the child's specific needs arising from ethnic origin, cultural background, religion, language and disability when decisions are made.
 - iv) To listen to children and take into account their wishes and feelings when making decisions on their behalf.
 - v) To ensure that children are properly prepared for adoption and kept informed at all stages of the adoption process.
 - vi) To recruit or locate sufficient numbers of prospective adopters to match the wide range of individual needs of Children in Care requiring adoption.
 - vii) To ensure that all enquiries concerning adoption are dealt with promptly and efficiently and that prospective adopters are welcomed and treated with respect. Prospective adopters will be provided with clear written information, good quality preparation training and assessed fairly and thoroughly against their ability to provide care and commitment through adoption.
 - viii) To value and support the role of adoptive parents by delivering a range of appropriate support services in response to assessed needs.
 - ix) To recognise the specific needs of birth families in adoption and to provide or help access services which take account of their feelings of loss and grief. The service provided will be sensitive to the birth families culture, ethnicity and religion in addition to any specific needs.

- x) To take account of birth families' wishes and feelings when planning for adoption and to maximise the contribution they can make in promoting and preserving a child's heritage and sense of identity.
- xi) To provide counselling for stepparents about Adoption and Child Arrangement Orders and to provide Annex A Reports to the Court in response to step-partner Applications for adoption.
- xii) To provide counselling and information for adopted adults and birth families wishing to obtain information about a birth parent or an adopted child.
- xiii) Provision of advice and information as part of a contract with Adoption 22 to those seeking to adopt from overseas, signposting enquirers to a Voluntary Sector adoption agency with whom Halton Borough Council has a Service Agreement. Visiting and reviewing of children for whom the Local Authority receives notification of the intention to adopt. Halton Borough Council recognises that in some circumstances, inter-country adoption may meet the needs of individual children from overseas.
- xiv) To provide Adoption Support services which recognise the lifelong implications of adoption. Halton Borough Council recognises that to achieve this, there is a requirement that Children's Services, Education, Health and other organisations work collaboratively in developing services which are informed, responsive and effective in supporting adoption and meeting the wide range of needs experienced by those affected by it.

2. SERVICES FOR CHILDREN

2.1 Halton Borough Council Adoption Service is responsible for adoption services under four broad headings. These are:

- a) Preparation of the child
- b) Family finding and Matching
- c) Information on adoption and support
- d) Provision

2.1.1 Preparation of the Child

Halton Borough Council recognises the importance of preparing a child for adoption. The process includes the child's Social Worker, Community Support Worker, foster carers, Health Service and Education professionals and birth family members who may all work directly, or indirectly or have contact with the child during the preparation period. Halton Borough Council's Adoption Service will aid and support the work of all parties involved in planning and preparation through:

All children where adoption has been identified as the Permanence Plan having an identified suitably qualified and experienced Social Worker.

- Every child having a Care Plan which is monitored and reviewed
- Minimising delays when adoption has been identified as the child's Permanence Plan
- Assessing for provision of adoption support services for the child and adoptive family

Statutory visits to the child will be adhered to and monitored. These take place within 1 week of placement, weekly by either the child's Social Worker or the Supervising Social Worker for a child in an adoptive placement until the first review and thereafter at six-weekly intervals during the first twelve months of the placement. If the child is not adopted within twelve months, visits to the child then take place on a quarterly basis or more frequently if required. The Adoption Service will provide advice and guidance to all parties involved in the Adoption Process.

Halton Adoption Service will assist a child to understand the reasons for becoming looked after and why he/she cannot return to live within his or her birth family. All children for whom adoption is the Permanence Plan have direct preparation work undertaken to prepare them for an adoptive placement. Dependent upon the age and understanding of the child such direct work is supported using a range of techniques and the use of CORAM/BAAF materials. Social Workers using such materials in their work with children can help a child work through some of the strong feelings associated with separation and loss.

At the same time, it can assist in any Assessment of a child's state of readiness for a new family. It allows for the child's wishes and feelings to be recorded and to be taken into account in planning the adoptive placement. In addition two Children's Guides have been produced for younger and older children, which are given to children involved in the adoption process to help their understanding following the agency decision that the child should be placed for adoption.

All children of sufficient age and understanding are encouraged to share their views and opinions at their Children in Care Review, which they attend. Their wishes and feelings are also included within the Child's Permanence Report that is presented to the Agency Decision-Maker.

We also give written information to the child about his /her right to complain. In Halton there is a Children's Right's Service for all children and young people looked after with Halton Borough Council. There is children's Complaint Leaflet and form which is given to all children when they are initially accommodated. This outlines their right to make a complaint and their right to have the help of an independent person to assist them in doing so. All complaints are responded to in a child friendly way.

We will provide materials and information to the child through Lifework and provision of a later life letter, which reinforce the child's sense of identity and understanding of their heritage as they grow up.

2.1.2 Selection and Matching Placements

Children referred for adoption are allocated an Adoption Social Worker known as a Family Finder. The role of the Family Finder begins following the approval of the Plan for Adoption at the Halton Adoption Panel.

The Family Finding and Matching Procedure has set timescales for each stage of the process:

- A Profile for Family Finding Meeting is held within 4 weeks of the Agency Decision which makes the permanence decision that adoption is the plan for the child.
- The Child's Permanence Report, Adoption Medical and any other relevant reports will be submitted to the Agency Decision-Maker.
- For those children who are relinquished for adoption, the Child's Permanence Report, Adoption Medical and any other relevant reports will be submitted to the Agency Decision Maker following birth parents providing Section 19 and 20 Consent.
- A search for a family will commence on completion of the Profile for Family Finding Meeting Report and Family Finding Review meeting with the child's Social Worker and family finder will be held on a 4 weekly basis about the outcome of the search.
- The Social Worker and the Family Finder will meet together within 28 working days of referral to the Adoption Service to identify the families to be considered at the Selection Meeting.
- A Selection Meeting should be convened within 2 weeks of the initial selection being made and an Initial Visit to the prospective adopter is completed by the Adoption Social Worker to share the child's Permanence report.
- If all parties agree, a visit to the prospective adopters will be undertaken, including the child's Social Worker and Adoption Social Worker.
- A visit including the child's foster carer should be undertaken if it is agreed appropriate to continue with the Selection Process.
- A formal Matching Meeting will be convened within 2 weeks of the proposed placement for the child being agreed following this visiting process.

- All children will be referred to the Adoption Register and Adoption Link 3 months after their Adoption Plan has been approved by the Panel if they have not been placed or no local match is being pursued. Where a child has specific needs which may create difficulties in identifying a placement an immediate referral can be made.

The Family Finder has a number of key responsibilities in line with Halton's Matching Procedure:

- To develop a clear picture of the specific needs of the child and complete an individual profile so that an appropriate family can be sought which matches those needs. However, if finding a specific match would lead to undue delay other matches will be explored and attention given to how the new family can bridge gaps in background in order to secure a positive self-image for the child.
- To be pro-active in identifying as many potential suitable matches as possible.
- To track the progress of the family finding and update the Principal Manager, Adoption Service.
- To use the adoption support practice guidance to assess the level of support any placement will require.
- To be involved in the visits to prospective adopters alongside the Child's social worker and foster carer and consequential matching meeting.
- To participate in the planning of introductions of the child to prospective adopters. This may not be necessary in all cases, but appropriate where specific advice/input required.

Where it is in the child's best interest, Halton Borough Council will look to place children with adoptive families within its boundaries. However, some children may need placement for their own protection away from their original community. For these cases we would look initially to Halton adopters who live outside Halton's boundaries. If no suitable match is identified an adoptive placement will be sought via another agency or family finding resource outside of Halton.

Halton Borough Council has a well-established partnership with neighbouring Local Authorities, which facilitates the identification of prospective adopters for Halton children.

Where suitable adoptive placements cannot be found either locally with neighbouring Authorities, Halton Borough Council will consider possible matches generated by Adoption Match and Adoption Link family finding data bases and if necessary utilise other methods of family finding such as featuring children in family finding publications ,attendance at adoption activity days at bespoke family finding .

All children where the Care Plan is for adoption will be referred to Adoption Match National Adoption Register if a local match cannot be found. The child's registration form will be forwarded by the Adoption Service if there is no family identified for the child at an early stage of the family finding process. This may be undertaken immediately if it is agreed that the child's needs may create difficulty in identifying an adoptive placement or following 3 months of a regional Family Finding search.

Consideration will be given to the potential match of a child with prospective adopters who do not share the same racial or cultural background of the child, providing they can meet the child's identified needs and have an understanding of discrimination, racism and its impact.

2.1.3 Minimising Delays

Halton Borough Council recognises that delays in adoption can have a severe impact on the health and development of children and should be avoided. We have therefore, set up a Monitoring System, which will:

- Identify if a child has a plan of adoption consider the appropriateness of placement through Concurrent Planning or Fostering to Adopt.
- Identify all children whose Plan of Adoption has been recommended at their Legal Advice Meetings, Review, within 4 weeks of coming into care and no later than 10 weeks after coming into care.
- Identify all children where the Plan of Adoption has been agreed by the Agency Decision-Maker.
- Track those children matched and placed within 6 months of the agency decision.
- Track those children in Care Proceedings where the plan is adoption.
- Track all relinquished children less than 6 months old.
- Monitor any delays in achieving an Adoption Order.

It is the responsibility of the Principal Manager Adoption to monitor the above information.

2.1.4 Information on Adoption and Support

Halton Borough Council believes that children have a right to information and support throughout the Adoption Process. All children will be provided with a copy of a Children's Guide to Adoption and Children's Guide to Adoption Support Services. This guide summarises the stages of the Adoption Process and provides information regarding making complaints, and how to access an independent advocate. Children will also be given pre-placement information about prospective adopters who have been identified for them. This information will take the form of photograph albums or DVD/audio recordings.

Post-placement and depending upon assessed needs, a child may receive indirect information on their birth family via the Council's Letterbox Contact System. All letterbox arrangements entered into are child focused and must be in their best interests. Adopters and birth family members are encouraged to understand that when an older child indicates that he or she does not wish the information exchange to continue, their wishes should be respected. The Adoption Service oversees the system and information is passed between birth family members (including siblings) and children, or adopters acting on behalf of children.

The type of information exchanged, together with the frequency of exchange are set out in a written agreement, which all parties sign and are expected to adhere to. Halton provides leaflets and sample letters to all parties involved in letterbox contact if required. Birth Family members are given assistance to write letters to place on an adopted child's file. If the birth parent does not wish for a Council Social Worker to undertake this task with them, a referral will be made to contracted adoption service providers.

A plan of direct contact between a child and their birth family members may be agreed; the frequency of this contact and agreed process for making arrangements and agreed venue for this is to take place is managed by the Adoption Service. As with indirect contact arrangements this will be set out in a written agreement which all parties sign up to and are provided with explanation regarding the potential of the Child's wishes, feelings and needs changing overtime and being sensitive to this.

2.1.5 Provision of Support Services

Halton Borough Council provides adoption support in line with the Adoption Support Services Regulations 2005. The child's needs for adoption support services are assessed at different stages of the Adoption Process. These are as follows:

- When Halton Borough Council is considering adoption for the child.
- When it is proposed that a child be placed with particular prospective adopters.
- When a child's adoption placement is being reviewed.

- The child's needs will also be assessed following a request from the child, or the adoptive parents at any point following the making of an Adoption Order.
- Where Support Services are agreed and consist of services which may be provided on more than one occasion, the Support Plan will be prepared.
- The plan where necessary will make reference to other services, such as those provide by Education, or Health. Such other services will therefore be consulted in preparation of the plan. Where it is identified that therapeutic services are required it may be appropriate to make an application to the Adoption Support Fund for funding for provision of service or alternatively consider external services contracted by Halton Borough Council
- The Adoption Support Plan will be reviewed annually.
- The provision of Adoption Support Services is to ensure the continuous success of adoptive placements. The aim is to prevent adoptive placements disrupting.
- Should a disruption occur, a pre-Disruption Meeting is held to consider that all services possible have been accessed to prevent a breakdown of the adoptive placement.
- When an adoptive placement does disrupt, Halton Borough Council has a Procedure to follow in relation to Disruption Meetings. This will inform future planning for the child and understanding of the factors affecting the outcome of adoption to develop future practice.

3. SERVICES FOR PROSPECTIVE ADOPTERS

3.1 Recruitment

Prospective adopters in Halton will receive a service that responds to their interests in adoption promptly, fairly, openly and with respect.

Upon receipt of an enquiry an Adoption Social Worker will contact the enquirer to discuss their interest in adoption within 10 working days.

If it is agreed appropriate to continue with the enquiry process, prospective adopters will be supplied with an Information Pack about adoption within five working days of their enquiries. Leaflets cover the following areas:

- Initial visits and training.
- General information about adoption, including Concurrent Placements and Fostering to Adopt.
- General information about children in need of adoption, including a description of the range of experiences, behaviours and needs of Children in Care.

- The opportunity of meeting existing adopters
- Information about the Adoption Support Services we provide
- The opportunity of attending a Post Adoption Support Group
- Eligibility criteria
- The process involved in becoming approved as an adoptive parent and the timescale for approval
- The role of the Adoption Panel
- Information about Applicants' attendance at the Adoption Panel when their Assessment is being presented.

Enquirers will be visited at home by an Adoption Social Worker. This provides an opportunity for people to ask any further questions they may have about adoption, for the Adoption social worker to clarify necessary initial information required and to reach a decision about whether it is appropriate for the enquirer to proceed to Stage One – Pre-Assessment process. It may be necessary to undertake more than one visit.

Halton Borough Council emphasises that it is seeking prospective adopters who can meet the needs of children awaiting adoptive placements in Halton.

If enquirers are not able to meet the needs of these children an Application will not be accepted. In these circumstances information is given regarding other local adoption agencies, Adoption North West and BAAF websites, First 4 Adoption.

3.1.1 Recruitment Strategy

Halton Borough Council's Adoption Service has support in respect of recruitment from Halton Borough Council's Communications & Marketing Services to develop a recruitment strategy. Recruitment Strategy considers the implementation of recruitment activities to attract prospective adopters to meet the needs of children who require adoption. An Adoption Recruitment Strategy has been produced which identifies recruitment need and the activities to be implemented to meet those needs. A main objective of the Adoption Recruitment Strategy is to increase the number of adopters for children with additional needs and sibling groups, reflecting the children for whom we are currently seeking adoption. It may sometimes be necessary to prioritise Applications according to the needs of the children waiting to be placed.

There may be times therefore when enquiries regarding adoption of babies and very young children are not regarded as a priority. Additionally, it may be necessary to prioritise Applications from enquirers who live outside of the Halton area, should the needs of children waiting to be placed outside of the area. At such times, prospective Applicants will be advised of the need to prioritise Applications and the likely timescales. Information will be given

regarding other local adoption agencies, Adopt North West, First 4 Adoption and CORAM/BAAF websites.

In recruiting adopters for specific children, children's profile sheets are produced for those children for whom we would find it difficult to recruit adopters. The profiles are standardised and include a section for the child to input their own information, where appropriate. These are sent to other Authorities and are also presented to prospective adopters at an appropriate point in the Assessment Process. This is with the intention of positively influencing Applicants in terms of the age range and type of child they are considering.

Other more general methods of recruitment employed include publicity within the Halton Borough Councils website, local newspapers, displays and posters in public places such as schools, nurseries and jobcentres and presentations to community organisations.

Halton Borough Council is a member of Adopt Northwest consisting of local authorities across the North West region, who has a plan of media advertising utilising the press, radio and television coverage to recruit prospective adoptive families for harder to place children such as children over the age of 5 years, children with complex additional needs and sibling groups.

3.1.2 Eligibility Criteria

All prospective adopters receive information about the Eligibility Procedure.

Halton Adoption Service will not automatically exclude people on any grounds, except for those specified by Regulations. Particular attention will be given to the following:

- We do not discriminate on the grounds of class, race, culture, sexual orientation or disability.
- Enquiries will be considered from single people, cohabitating or married couples.
- Applicants must be 21 years of age. There is no upper age limit, but Applicants must be fit and well enough to care for children into adulthood. Where the agency is determining the suitability of a couple to adopt, proper regard is had to the need for stability and permanence in their relationship. It is necessary to see a relationship has significant history and will therefore only consider Applicants who have lived together for two years or more. This requirement applies whether the couple concerned are married, have entered into a civil partnership or are two people – whether of different sexes or the same – living as partners in an enduring family relationship. The main consideration is whether the relationship is stable and permanent and also whether it has the strength to withstand the demands that an adoption placement may bring.

- The prospective adopter or one of the prospective adopters is domiciled in the British Isles and have been habitually resident in the British Isles for at least a year before they apply to the Court for an Adoption Order.
- Stepparent Applicants must be 21 years of age, unless one of the Applicants is a birth parent in which case one of the Applicants may be 18 years of age.
- It is expected that the Applicants will be of sufficient health and vigour to raise a child through his or her childhood.
- Applicants may be encouraged to lead a healthy lifestyle, which may include consideration of use of alcohol, habit forming drugs and a non-smoking environment. The negative impact of smoking on health is well established. This is a particular concern within Halton, which has high death rates from smoking related illnesses. The effects of passive smoking and the role model presented by parents to children needs to be considered. Halton Borough Council have adopted the recommendations published by CORAM/BAAF “Effects of Environmental Smoking” and will not consider enquiries from anybody who smokes for a child under five years of age, or place a child within this age range in a household where members of that household smoke.
- Halton will only consider enquiries for this age group of children from those who have given up smoking for a minimum of twelve months. This is because research indicates relapse rates in the first three to six months are high, after six months the risk of relapse is less and after twelve months most people will be permanently non-smokers.
- Where Applicants do have pets in the home, we would want to ensure they are managed appropriately and that they do not present a risk to children. We issue CORAM/BAAF guidelines “Placing Children with Dog Owning Families” to all prospective Applicants and undertake a Pet Questionnaire as part of the Home Study Assessment Process. If there are concerns about dogs within the household the applicant may be required to undertake a professional dog risk assessment.
- If a couple are childless through infertility, the Applicants are advised about embarking upon an Adoption Application at the same time as undergoing infertility treatment which can prove to be extremely stressful. We advise prospective adopters to act wisely in these situations and consider not undergoing fertility treatment at the same time.
- The willingness of Applicants to attend all adopters preparation groups and any subsequent training sessions are expected.

- Where the enhanced Disclosure and Barring indicates the Applicants or an adult member of the household has a caution or conviction specified within the Schedule of Offences the Applicant will be notified in writing specifying the caution/conviction as soon as possible and stating that their Application cannot proceed. Where a DBS is received with offences, which the lead signatory considers relevant, a decision will be made as to whether this excludes the Applicant from further consideration. If so, a letter will be sent advising of the adverse reference. Where the offence is considered to be minor or historical, the Adoption Social Worker will discuss the context of the offence with the Applicant and write a report to be considered by the Principal Manager, Adoption Service and the Lead Signatory who will decide on whether the Application can proceed.
- A Policy exists for the approval of carers who are employed by the Council. Applicants who work within the People Directorate will be referred to other local adoption agencies. Applicants who work for another part of Halton Borough Council will be considered on a case-by-case basis with referral to another agency being an option where the link is considered too close to ensure adequate independence in the approval process. When Applicants are identified as knowing Panel members, the Panel can be informed in advance to ensure that contingency arrangements are made.
- Consideration will be given to each Applicant irrespective of marital status, ethnicity, gender, sexuality or employment. No particular type of family, parent or relationship will be viewed as inherently better than any other.

3.2 Statutory and Verification Checks

A range of statutory checks will be undertaken when an enquirer enters Stage One pre – Assessment Process and Stage Two Assessment process, the following checks are required in relation to potential adopters:

- Enhanced DBS
- Education (if the carer already has a child of school age)

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- Report from Local Authority of residence (previous 10 years)
- 2 Personal references and 1 family member reference

- Employer's Reference (previous 10 years)
- If in a previous relationship where there have been children of that relationship, a reference from the ex-partner, unless there are specific safety issues for the Applicant or children, such circumstances will be considered carefully.
- Any adult children references
- Medical
- Identity – Birth Certificate, Passport, Marriage Certificate/Divorce papers/National Insurance numbers.
- Evidence of income and expenditure
- Health and Safety check of accommodation and vehicles
- Pet questionnaire and policy
- Social network site search

3.3 Stage One Pre Assessment Process

Halton Borough Council provides prospective adopters with a comprehensive preparation course. The preparation course utilises materials and exercises recommended by BAAF which is incorporated within the 'Preparation to Adoption' handbook for trainers and additional supporting materials.

The aim of the course is to equip prospective adopters with an understanding of the complexities surrounding Children in Care and the issues related to adoption. The preparation course is an integral part of the process of raising the awareness of prospective adopters of the challenges, difficulties and rewards they may face. In this way, prospective adopters are helped to make informed decisions about whether they can make a lifelong commitment to adoption.

During this stage the prospective adopters are required to complete a self-learning log, chronology and ecomap identifying their support network.

Upon completion of Stage One which takes place over a two month period and concludes following the completion of the preparation training and receipt of satisfactory statutory checks, the Adoption Service and prospective adopters give consideration as to whether it is appropriate to progress to Stage Two of the adoption process.

3.4 Home Study Prospective Adopters Report – Stage Two Preparation and Assessment – PAR

The Assessment consists of a series of interviews in the home of the applicants. Halton Adoption Service uses the CORAM/BAAF Prospective Adopters Report format and guidance for gathering a range of information about Applicants, their lifestyle and their capacity to adopt. The Assessment process also considers the domains of the Assessment Framework. The Assessment ensures that Applicants are equipped to meet the needs of children through adoption. Issues considered include:

- The Applicants ability to consider Concurrent Planning or Fostering To Adopt.
- The Applicants' ability to build and sustain close relationships with a child.
- The ability to acknowledge and understand how experiences have impacted on the child and the implications for parenting.
- The Applicants' ability to acknowledge and understand how a child's responses to being adopted may change over time.
- The Applicants' ability to acknowledge and value the child's birth heritage.
- How the Applicants own past experiences and relationships have shaped their personality and attitudes and the implications of these for adoptive parenting.

An additional Assessment Tool used to inform the Prospective Adopters' Report and is completed in respect of all Applicants is an Attachment Style Interview.

During the Assessment, we will ask all adopters to give an undertaking to contact the Service if a child who has been placed with them for adoption dies. The Applicants response is recorded within the Prospective Adopters Report and a record of its conclusions is kept on the adopters' file.

3.5 Approval

Following the Assessment the Adoption Social Worker writes a comprehensive report. Applicants will receive a copy of the Assessment report before it is presented to the Adoption Panel. Prospective adopters are invited to attend if they wish to do so.

Prospective adopters will be made aware that at any time during the stages from initial inquiry through to Assessment, Halton Adoption Service may decide that it is unable to support an Application. The Adoption Social Worker will first counsel the Applicant about their suitability as a result of which the Applicant may decide to withdraw their Application. If the Applicant does not withdraw their Application the Adoption Social Worker will prepare a brief prospective adopter's report even though all the information may not have been obtained

which will be presented to the Adoption Panel giving the reasons for not proceeding with the Application.

Enquirers or Applicants can expect full verbal and written explanations regarding the reasons for this and will be invited to send their views on the report in writing. Applicants will have the opportunity to attend Panel if they wish.

In some circumstances a brief report may be presented to the Adoption Panel for consideration of issues to enable the Adoption Service to determine whether it is appropriate to continue with the Assessment process. An example of this could be health issues.

If prospective adopters are in Stage Two of the process and are dissatisfied with any agency decision they may apply for a review by CORAM/BAAF's Independent Review Panel or a 'qualifying determination' or make representation direct to the agency to reconsider its decision.

Applicants are also provided with details of the Council's procedure to make representations or complaints.

Applicants will be informed that the whole adoption procedure from enquiry to presentation at the Adoption Panel should take no more than six months as required by the National Adoption Standards for England. They will be given an opportunity to comment on their adoption report at least 10 days before an Adoption Panel.

The approval process in relation to the approval of prospective adopters who are foster carers for the child should not take more than four months.

Where approved adopters have been approved for twelve months without a child being placed an Annual Review of their approval is undertaken by an Independent Reviewing Manager.

4. ROLE/FUNCTIONS OF ADOPTION PANEL AND AGENCY DECISION-MAKER

The composition, terms of reference and functions of Halton's Adoption Panel are set out in the Adoption Agencies (Panel and Consequential Amendments Regulations 2012). The Adoption Panel is a central list of people who are empowered to consider whether:

- A child should be placed for adoption if the child is relinquished for adoption
- A prospective adopters is suitable to be an adoptive parent
- A child or children should be matched with prospective adopters

The recommendation of the Panel is passed to the Agency Decision-Maker. In Halton, this is the Operational Director, Children and Families Services or the Divisional Manager, Children's Safeguarding. The Agency Decision-Maker will decide whether or not to support the Panel's recommendation following receipt of the final Panel minutes as agreed by the Chair of the Panel.

The Panel consists of:

- Independent Chairperson
- Vice Chairperson
- Two Social Workers, each with at least 3 years relevant post qualifying experience in child care social work, including direct experience of adoption work.
- Medical Advisor to the agency.
- At least three 'independent members'.

A Legal Adviser, the Agency's Adviser to the Panel and Panel Administrator also attend Panel meetings.

All members are subject to DBS Checks. Halton Borough Council has in place Conflict of Interest guidelines to ensure fair treatment of Applicants. Where Applicants are identified as knowing Panel Members or vice versa, Panel members can be informed in advance to ensure that contingency arrangements are made which include the Application being presented to another Panel and the Panel member standing down during the discussion of that Assessment.

Panel members are entitled to receive training each year. One event will be held jointly with social workers. Historically this has included anti oppressive practice and issues around values, attitudes, matching, attachment, legislation, procedures, equality and diversity.

Independent Panel members are paid a fee for each meeting which covers reading of papers prior to the Panel meeting and attendance at the Panel. In addition they are entitled to claim for expenses for travel, mileage, parking fees and child care costs. H M Revenue and Customs regard Independent Members of a local authority Adoption Panel as "Office Holders" and therefore subject to PAYEE/NIC. It is the Independent Panel Members individual responsibility to monitor any potential impact upon personal tax. Independent Panel Members will be required to provide bank detail to enable payment of fees.

Panel members are provided with six monthly reports on the adoption activities of the Department and regular statistical updates.

Panel members regularly receive relevant papers and information to enable them to contribute to the formulation of policy and practice in relation to adoption. Practice issues arising from Panel discussions are considered and actions agreed to promote better practice.

Further information on Halton's Adoption Panel and its specific functions in relation to prospective adopters and children is set out in the Adoption Panel Procedures and Guidance to Attendance at Adoption Panel.

Where a child is subject to Care Proceedings and a Review has agreed a Plan of Adoption, there is no requirement to present this to Panel. The Agency Decision-Maker must consider this recommendation seeking advice from the Adoption Agency Advisor; the decision will be made within 7 working days of receiving all relevant reports.

5. MONITORING PERFORMANCE

The Principal Manager, Adoption will monitor performance in relation to all adoption timescales. This information will be given to:

- Adoption Panel
- Children's Services Operational Leadership Team and Senior Management Team

The information will include the following:

- Activity in respect of Children To Be Placed for Adoption
- Activity in respect of Prospective Adopters.
- Adoption Support Services
- Quality Assurance
- Those people who decide to withdraw their Applications
- Allegations made against an adopter
- Complaints made against an adopter
- Those people who the agency does not recommend.
- Adoption service developments

The Chair of the Adoption Panel will report to the agency regarding the quality of reports presented to the Panel, providing quality assurance.

6. CONCURRENT PLANNING AND FOSTERING TO ADOPT

In considering Adopt Plans for children, Halton Borough Council in the early stages of planning will consider the suitability of placing a child in either a:

- Concurrent Planning Placement, or
- Fostering To Adopt Placement

Halton Borough Council has commissioned the recruitment of Concurrent Placements working in partnership with two voluntary adoption agencies in the North West region.

This provides the capacity to utilise adopters approved also as Fostering To Adopt or mainstream provision if required.

Halton Adoption Service will address via its:

- Enquiry pack information

- Initial Enquiry
- Preparation and Assessment

The concept of with prospective adopters and their suitability to be considered for such approval status.

Halton Adoption Service will undertake Prospective Adopter Assessments for those who wish to be considered for Fostering to Adopt placements.

7. INTER-COUNTRY ADOPTION

Halton Borough Council Adoption Service arranges a service for people who would like to adopt a child from abroad through a service level agreement within Adoption 22 and its voluntary agency members. The voluntary agency will complete the home study report required for the approval of the prospective adopters. When the Local Authority is notified of the child's arrival in the UK and of the prospective adopters intention to apply for an Adoption Order, a Halton Social Worker for the child and a Supervising Social Worker for the prospective adopters will be appointed to undertake statutory visiting and reviewing requirements.

Inter-country adoption is forming an increasing proportion of the work of adoption agencies in the United Kingdom and Halton's Adoption Service recognise there are many kinds of situations where people may wish to adopt a child from overseas.

Before Applicants can proceed to having a child placed with them, they have to be approved as suitable to be adoptive parent(s) and to have received notification from the Secretary of State that he is willing to issue a certificate confirming that the prospective adopter has been assessed and approved and that the child will be authorised to reside permanently in the British Isles if entry clearance is granted and an Adoption Order is made.

Prospective adopters for inter-country adoption undergo the same preparation training as domestic adopters, although additional information is given regarding cultural issues and the legislative framework surrounding inter-country adoption. Prospective adopters are also informed about the specific criteria or procedures applicable in different countries.

8. FOSTER CARERS WHO WISH TO ADOPT THEIR FOSTERED CHILD

Foster carers who wish to adopt children in their care are entitled to the same information and preparation as other prospective adopters.

A specific one-day course has been developed for foster cares and second time adopters, alternatively information can be provided on an individual basis.

Foster carers will be assessed in the same way as any other prospective adopters. However, the Assessment will focus on the specific long-term

needs of the child in question. Some of the primary considerations to be taken into consideration are:

- The quality of the attachment between the child and the foster carers.
- The wishes and feelings of the child
- The actual or likely availability of other adopters for the child.

Where foster carers make a formal Registration of Interest to adopt a child in their care the assessment process should not take more than four months.

9. STEP-PARTNER COUNSELLING AND ADOPTION

Where a birth parent is in a new partnership and their partner wishes to adopt the birth parent's child, Halton Borough Council's Adoption Service counsel the family about the process and whether an alternative Legal Order might be more appropriate. Families who choose to adopt and apply for an Adoption Order will be visited by an Adoption Social Worker for the completion of the Annex A report for the Court.

10. ADOPTION SUPPORT SERVICES

An assessment for Adoption Support Services will be completed at the request of:

- Children who may be adopted
- Parents and Guardians of children who may be adopted
- Persons wishing to adopt a child
- Adopted persons, their parents, natural parents and former Guardians
- Children of adoptive parents (whether adopted or not)
- Natural siblings of adoptive children
- Relatives of the adoptive child or other persons with whom the child has a beneficial relationship.

If adoption support services are to be provided on more than one occasion and are not limited to the provision of advice and information an adoption support plan will be produced

The plan, where necessary, will make reference to other services such as those provided by Education or Health. Services included in the plan will be consulted in its preparation.

The primary goal of the provision of adoption support services is to promote the success of adoptive placements. In the event of adoption placements threatening to disrupt, a meeting will be held as early as possible to review

the support being provided to the placement with the aim of preventing a placement breakdown. If the placement does break down a meeting will be held in order to plan the future placement of the child and to understand the factors affecting the outcome of the placement. Halton has a Procedure in relation to "Disruption Meetings." at which a prescribed agenda is followed.

Adoption Support Services provided to children, adoptive families and birth families include:

- Written information concerning the services we provide, including the Adoption Passport.
- Children's Guide to Adoption Support Services
- Advice and counselling
- Therapeutic Services provided via referral to Halton's Intensive Team or the local Child & Adolescent Mental Health Service or DFE Adoption Support Fund.
- Support for contact arrangements between adoptive children and birth relatives
- Financial support
- Support groups
- One to One Support
- Access to birth records
- Training
- Short Break Care
- Arrangements to promote the education of adoptive children through the use of designated teachers, and other forms of additional or specialist support for learning and maximising academic attainments.

Halton Borough Council has a Service Level Agreement with independent adoption support agencies for support services to adopters, birth parents and children. This service is accessed by request of the adopter, birth parent or child or child's Social Worker on an individual's behalf.

11. SERVICES FOR APPROVED ADOPTERS

Following approval adopters receive written formal notification. They will also be contacted by their Social Worker within the Adoption Service, who will provide clear information about how a match is made, about Adoption Match National Adoption Register and Adoption Link family finding data bases. Regular contact will be maintained to ensure that adopters are informed of the efforts that are being made to identify a match. This will be via two-monthly visits as a minimum with monthly telephone contact in the intervening month.

The suitability of approved adopters will be reviewed on an annual basis until the child is placed. A review of the child in placement will take place within four weeks of the child being placed, at three months and then six monthly in line with Adoption Regulations.

When a potential match is identified, prospective adopters are given full written information about the child, which includes the Child's Permanence Report, medical reports and relevant supporting assessments, photographs and DVD. The adopters will also be provided with clear and detailed information about any behavioural issues and/or needs arising from disability or health issues and the implications and demands that may be placed on their family.

Prospective adopters are provided with every opportunity to liaise and discuss the child with other involved professionals, such as Education, Health and foster carers who have previously been involved with the child.

Preparation work focuses on not only the prospective adopters but also any children or other adult within the household.

Approved adopters will be supported from the point that the child is introduced to them through to the making of an Adoption Order. An assessment of their support needs will be completed and they will be offered support services to meet those assessed needs throughout the duration of the adoptive placement.

Visits to adopters with a child in placement will take place weekly until the first review and monthly thereafter until the Adoption Order is made.

An Annex A Report will be prepared for the Court in relation to the Adoption Hearing by the Adoption Social Worker and the child's Social Worker following notification from the Court that an Adoption Application has been made.

12. SERVICES FOR BIRTH FAMILIES

Halton Borough Council is committed to ensuring that birth parents are fully consulted about the Care Plans for their children. As part of our commitment to including birth parents in the Adoption Process all birth parents will be invited to reviews on their children. If the plan is for adoption they will be given written information about what adoption means. Birth parents will also be given the opportunity of reading what is written about them within the Child's Permanence Report presented to the Adoption Panel. This document has also been designed to clearly ask the birth parent for expressions of their wishes and feeling about the forthcoming adoptive placement. This information will be shared with Adoption Panel. Its aim is to provide the birth parents with an opportunity to give positive information about themselves to the Adoption Panel and to their child in later life. Where birth parents have not been able to make contributions reasons for this must be recorded and explanation given. Open letters from the birth family will also be kept on the child's adoption file for the adopted child to access if they so wish.

12.1 Counselling

Halton Borough Council ensures that adoption counselling is made available to birth family members. This is a delicate and sensitive role and there is an acknowledgement of the birth family's experience of grief and loss. Consideration is given to the birth families cultural, ethnic and religious needs, in addition to any other specific needs. Where it is not appropriate for the Authority's Social Workers to provide this type of support, referrals can be made to a voluntary adoption organisation with which Halton Borough Council has a Service Level Agreement. Birth family members often access this support as it is seen as independent from the child's Social Worker.

12.2 Relinquished Babies

There are occasions when birth parents voluntarily opt to give a child up for adoption. Halton Borough Council Adoption Service recognises that such situations must be handled with great sensitivity. Counselling will be provided if appropriate to both birth parents who are relinquishing their child.

The birth parent will initially be assessed by the relevant Child Care Team who will explore with the parent all options available to them. At this stage consultation advice will be sought from the Adoption Service. A joint protocol between North West Adoption Agencies, Adoption 22 and CAFCASS has been agreed. This will be followed in all cases to comply with the requirement of Sections 19 and 20 of the Adoption & Children Act 2002.

It is expected that a match with suitable adoptive parents will be identified and approved by Panel within three months of the agency agreeing that the child should be placed for adoption.

12.3 Support Services

An assessment for support services will be completed at the request of the birth family. The support services to which they are entitled are:

- Counselling advice and information in relation to the adoption.
- Assistance in relation to contact with the adopted child.
- Birth families are able to access the independent services of the voluntary agency with whom Halton Borough Council has a Service Level Agreement at any stage of the adoption process.

13. SERVICES FOR ADOPTED ADULTS

Halton Borough Council Adoption Service provides a service to adopted adults as follows:

13.1 Pre-Commencement Adoptions

People who were adopted before 12th November 1975 are required to see a counsellor before they can be given access to their birth records.

People who were adopted after 11th November 1975, may choose whether or not they would like to see a counsellor before they are given the information that will lead them to their birth record.

After counselling (if provided) adopted adults will be assisted to trace information on their birth record, birth family and adoption file, or may choose not to continue with any further action.

The purpose of the counselling is to ensure that the adopted person has considered the possible effect of any enquiries, both on himself/herself and on others. It is important that the information sought and to which the adopted person has a legal right is provided in a sensitive and appropriate manner.

13.2 Post Commencement Adoptions

On reaching 18 years the adopted person has the right to receive from the adoption agency:

- A copy of their Birth Certificate.
- The information originally contained in the Permanence Report prepared for the Adoption Panel.
- A copy of Court documents relating to the adoption which do not contain protected information e.g. application form, the Adoption Order, guardian and Local Authority reports.

Written information will be provided to the adopted person about the availability of counselling but there is no legal requirement to receive it before being given the requested information.

14. INTERMEDIARY SERVICES

Halton Borough Council has arranged for the provision of intermediary services to birth families through a voluntary adoption agency.

Relatives of children who are adopted are entitled to apply to find out information about them in order to trace them. In response to an Application for information consideration will be given to whether it is appropriate to do so taking into account the views of all the people involved and the welfare of the adopted person and any other children affected by the Application.

If a decision is made not to proceed with the Application or to withhold protected information in respect of a child there is no right by any party to seek an independent review of the decision.

Written information will be provided to the birth relatives about the availability of counselling but there is no legal requirement to receive it before being given the requested information.

Where the Directorate holds up-to-date information about an adopted person it may agree to pass on limited non-identifying information about the adopted person's welfare to a birth relative. Where the Directorate provides information, details of the information provided will be recorded on the adopted person's file.

The Directorate will agree to record on an adopted person's file information to the effect that a birth relative would welcome contact from an adopted person, should they express an interest in this possibility.

Where a birth relative passes on medical information relevant to an adopted person, the Directorate will record this on the adopted person's file and will contact the National Health Central Register (Adoption Section) to facilitate contact between the birth relative's GP and the adopted person's GP.

15. ARRANGEMENTS FOR MONITORING AND EVALUATING THE QUALITY AND EFFECTIVENESS OF THE HALTON BOROUGH COUNCIL ADOPTION SERVICE

Halton Borough Council is committed to providing services, which comply with regulations and National Minimum Standards for adoption. The Council is always looking to further develop and improve the range and effectiveness of its services for anyone affected by adoption.

Monitoring and evaluation takes place in the following ways:

- Staff working in adoption have a supervision contract and are provided with supervision at least once a month. Supervision includes the completion of a Personal Action Plan, Employment Developmental Review and annually.
- All Staff have Enhanced DBS checks completed.
- Halton Borough Council has good quality management information systems, which are used to track both children for whom adoption is the plan and prospective adopters. The object of tracking is to ensure that wherever possible delay is avoided so that children are placed and prospective adopters assessed within National Standard's timescales.
- The Council's Safeguarding Unit and the Divisional Manager for Children in Care monitor the timescales affecting children. Reasons for potential or actual delay can therefore be identified, Senior Managers are informed and actions taken to remedy the situation.

The Adoption Panel has quality assurance and monitoring functions in relation to children and prospective adopters. It is concerned with:

- Monitoring the quality of reports presented to the Panel and social work practice, providing feedback 6 monthly to the Adoption Agency.
- Monitoring the progress of children towards becoming adopted.
- Advising the Council in relation to practice issues.
- Performance in relation to children placed for adoption, as measured against the National Performance Assessment Framework.

Halton Borough Council attaches importance to the ongoing training of all staff involved in adoption work, seeing this as integral to the delivery and development of good quality adoption services.

Halton Borough Council Adoption Service are willing to co-operate with appropriately authorised research programmes or to collaborate with other adoption agencies seeking to enhance understanding of adoption issues and positive outcomes for children and families.

All staff have access to the Internet and can therefore have the opportunity to obtain up-to-date information regarding developments in adoption practice. Halton Borough Council's Intranet enables access to all policy and procedural documentation.

16. COMPLAINTS PROCEDURE

Halton Borough Council People Directorate have in place a Complaints and Representation Procedure and a designated Complaints Administrator. The Complaints Procedure underpins all service areas and ensures comments and complaints are heard and responded to in a fair and timely way. The procedures reflect the three stages and timescales in line with complaints guidance. The Directorate would aim to resolve any complaints within 14 days.

When a service user has a query or is not satisfied with the service they are receiving, every attempt will be made to resolve the problem. However, should the matter become a formal complaint, the Complaints Procedure would be followed. In such cases the complainant is advised to contact the Complaints Section if they wish and to put their complaint in writing. The member of staff dealing with the issue provides an information leaflet on the complaint process to the service user.

Halton Borough Council has also produced information leaflets for children who wish to make a comment or complaint. All Children in Care are provided with a handbook "Being Looked After", and with this they receive a leaflet devised by the Children's Rights & Advocacy Service about how to make a complaint and how to obtain access to an independent person who can help them with the complaint process.

All children, birth parents and adopters involved in the adoption process are informed of their right to complain to OFSTED.

Halton Borough Council also has a procedure for recording compliments to staff for the service they have provided.

17. CORPORATE AND MANAGEMENT RESPONSIBILITIES

The Adoption Service produces an annual Recruitment Strategy and bi-annual Quality Assurance Report outlining the team objectives for the year in providing and developing quality adoption services. This plan is reported to Senior Managers and the Senior Leadership Team on a 6 monthly basis.

Halton Borough Council has a clear commitment to Children in Care and also has plans in place to:

- Improve placement choice and outcomes for children.
- Promote the adoption of children.
- Increase placement stability.
- Improve the recruitment of adopters.
- Minimise all delays.

These plans are set out in and supported by the following documentation and policies:

- Halton Children & Young People's Plan and review.
- Halton Children and Families Services 3 year Service Plan
- Children in Care Strategy
- Halton's Care Planning Documentation
- Adoption Recruitment Strategy.

All policies are presented for discussion and approval to the Departmental Leadership Team for Children's Services. They are then considered and ratified by:

- People Directorate Senior Management and Leadership Team.

17.1 Regional Adoption Agency

In June 2016 the Government announced funding and support to enable Adoption Agencies to develop Regional Adoption Agencies (RAA) across the country with the provision of funding and support via the RAA Development Fund with up to £14m available from 2016- 2018 to support the implementation of RAA's .

Halton Borough Council, Cheshire West and Chester and WWISH - comprising of Warrington, Wigan and St Helens are to become a Regional Adoption Agency, "Together for Adoption" which will launch from 1st September 2017.

The development of the service is being monitored by a Steering Group and Project Board which has representatives from Senior Managers within each of the local authorities.

Wigan Council will be the host Authority for the agency, with Cheshire West and Chester providing a quality assurance role.

All staff are to be seconded to Wigan Council with a review of the arrangement in 12 months' time.

18. FURTHER INFORMATION

OFSTED has the responsibility for inspection and monitoring of adoption agencies in England and Wales.

Anyone can contact OFSTED in relation to their role and any concerns.

Contact Details:

OFSTED
Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel (General Helpline):
03001231231 Email:
enquiries@ofsted.gov.uk
Website: www.ofsted.gov.uk

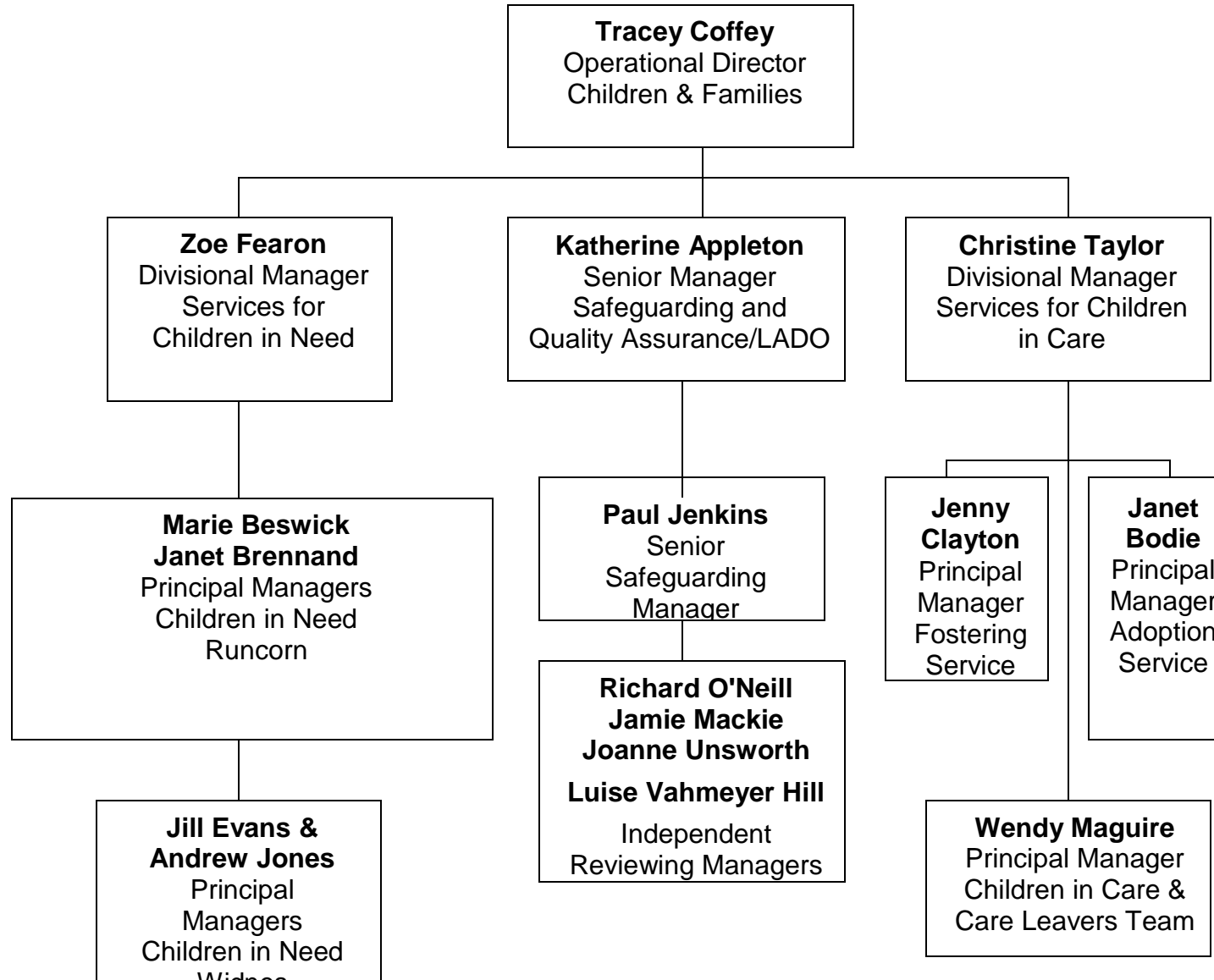
Halton Borough Council encourages comments, suggestions and complaints which can help develop and improve its services. Please contact:

Dorothy Roberts
Customer Care Manager, Children & Enterprise, 2nd Floor, Rutland House,
Runcorn

FREEPOST
W1P4,
Widnes
WA8 7BR

Email:
Dorothy.roberts@halton.gov.uk
Tel: 0151 511 8624
Text: 07775765489

CHILDREN & FAMILIES SERVICES STRUCTURE CHART



HALTON ADOPTION SERVICE MANAGEMENT

Christine Taylor

Divisional Manager Services for Children in Care

Qualifications

B.A. (Hons), Diploma in Social Work
Certificate of Qualification Social Work
Diploma in Management Studies

Experience

Qualified as a Social Worker in 1984. A f t e r 8 years experience as a Child Care Social Worker, the last 25 years have been spent in various management roles within Children's Services. Christine was appointed to her present position in August 2005

Janet Bodie

Principal Manager (Adoption)

Qualifications

Certificate in Social Services

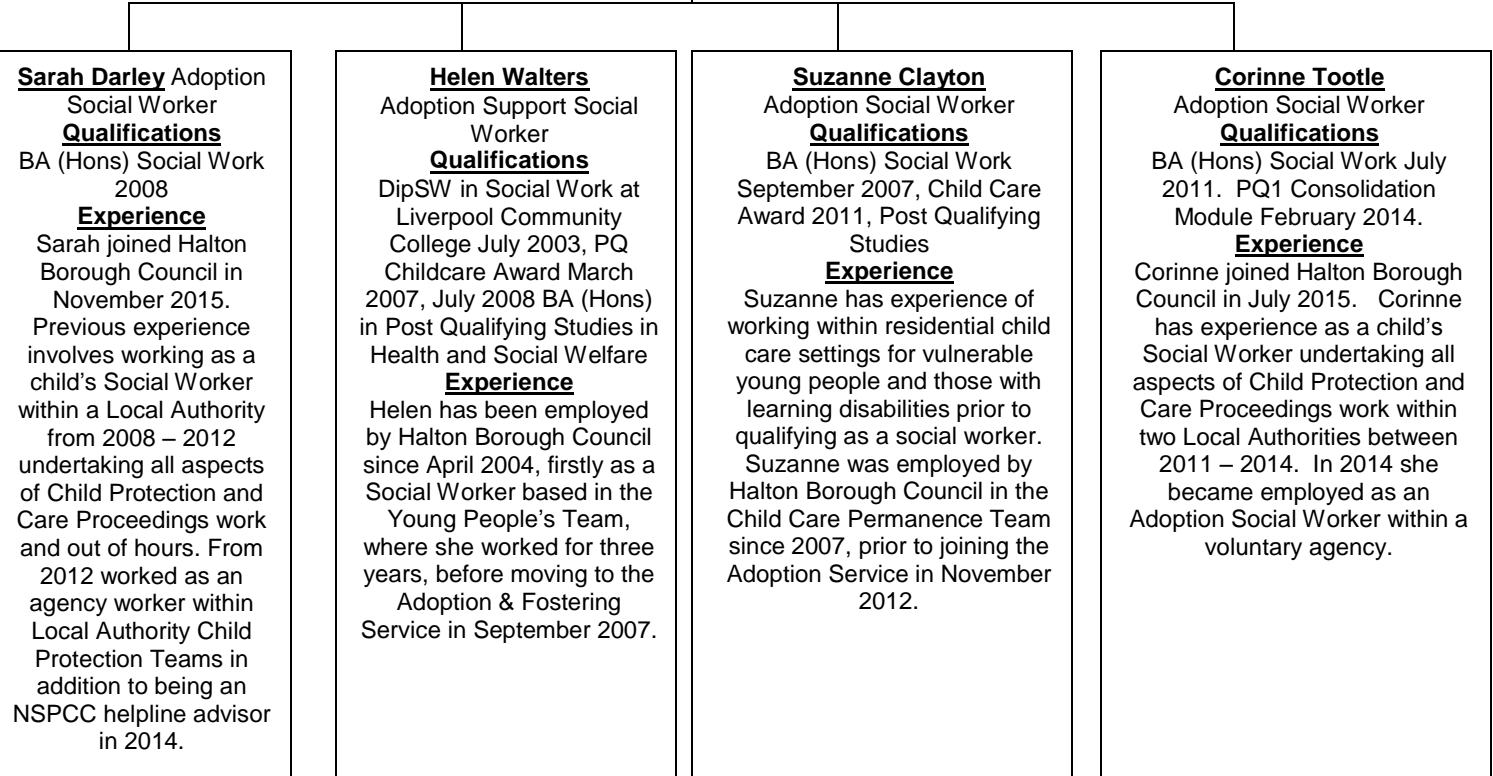
Experience

Janet has worked in a childcare setting since 1979, including work in residential care. Janet has worked in the Adoption & Fostering arena since 1998 and has been a Team Manager, both for Fostering and now for an Adoption Service since 1999. She has undertaken the role of Agency Panel Advisor for most of that time. Janet was appointed to her current post in July 2006.

ADOPTION SERVICE STAFFING STRUCTURE

Christine Taylor
Divisional Manager

Janet Bodie
Principal Manager (Adoption)



Administration Staff

Lesley Webster
Clerical Officer

Qualifications: typing

Experience

22 years service with Cheshire Police as admin and office manager. Lesley commenced employment with Halton Borough Council in October 2013 on a temporary contract, which became a permanent position in May 2014.

Sheila Jackson
Senior Administration Team Leader Children in Care and Care Leavers Team, Fostering and Adoption Teams.

Qualifications:
O Levels and RSA Typing 1 and 2. BTEC in Administration and ECDL.

Experience

Worked for Halton mainly part time for 30 years. Administratively in Adults and Children's Social Care in Duty and Children in Need Teams before moving in 2015 to Children in Care and Care Leavers Team and Fostering and Adoption Service

Pauline Cowley
Admin Assistant
Qualifications: RSA typing; ULCI
Typing/office admin

Experience

Pauline joined the authority in 2004 and has worked in various office locations, undertaking a range of admin duties relevant to those service areas.

Linda Ellis
Admin Assistant / Panel Administrator

Qualifications:
NVQ Level 3 in Business Administration, Management and Contact Centre

Experience

Linda has been employed by Halton Borough Council since November 2016 joining the Adoption and Fostering Service.
Prior to this Linda has employment experience working as:
Public Communications Unit - DFE
Case Manager – Child Support Agency

Decrypter of encrypted material

