

Hear Our Voice Campaign

"The Gap between Legislation and Practice".

Foster Support represent and support foster carers around the UK. It is clear to us from our research and extensive experience that the crisis for our most vulnerable children growing up in care can be reversed. Using targeted intervention and taking appropriate (yet achievable) steps to improve foster carer retention, the burdens faced by local authorities can be eased. Ensuring the duty of care required to protect and nurture our most vulnerable children is upheld to the highest of standards.

The purpose of this report, voiced by Foster Carers around the country, is to highlight and help resolve key components from the National Minimum Standards and legislation which are sometimes not robustly adhered to by Local Authorities. This was openly acknowledged by the Children's Minister, Vicky Ford MP in an email to our director on (17/9/20) wherein she stated "there is often a gap between legislation and practice that you have pointed out".

Foster Support has tangible evidence which indicates Foster Carers are subjected to baseless and unexpected allegations when the following issues are raised with an authority:

- Concerns about poor practice: misconduct and/or gross misconduct
- Advocate for the child by challenging the 'standard of duty and care'
- Whistle blow
- Announce an intention to transfer to another fostering service provider.

The lack of regard for National Minimum Standards for Fostering creates an unfair and unjust treatment towards Foster Carers, impacting greatly on the stable and nurturing environment every child has the right to experience.

Our aims and objectives of this report are simple and endeavour to create the following opportunities for everyone:

- An end to blacklisting
- Fairer treatment
- Compliance with legislation
- Accountability
- Children's voices heard.

Profit above Provision..?

The Children's Commissioner for England, Anne Longfield, has published a set of reports on residential children's care which have confirmed what we already know:

- The system is broken.
- Vast sums of money are being wasted.
- Children are being let down all over the country. Every day.
- The system is standing on the 'edge of a precipice'

In a report published in the guardian (Nov 2020), Longfield has been quoted to say "The truth is while the state can be a great parent, it can also be a really bad one. In fact, sometimes so negligent that it would risk having its children taken into care if it was an actual parent."

The table below portrays some of Longfield's shocking findings. Longfield states the number of children in homes provided by the private sector has grown by almost a half (42 per cent) between 2011 and 2019, while council run provision has declined. She continues to highlight that care firms are charging fees with 17 percent profit margins, equating to a charge of £200 million pounds a year!

Findings from the Children's	Further Context	Source
Commissioner's reports		
12800 children placed in unregulated	Many of these private providers are owned by private equity firms with high levels	CYPNOW
homes.	of debt, sparking fears from Longfield around their long-term stability.	
8,098 children were placed in three	Longfield found that these rates had "generally not improved" over the last five	https://www.cypnow.co.uk/news/article/c hildren-s-commissioner-broken-residential-
different homes	years.	care-system-failing-vulnerable-
Lack of secure children's home places for		children?fbclid=lwAR2- Qx6FO09PYLr1TgWqHkeUeaXD6AGzxLpsM
200 young people in need of specialist		UbQqRssLj3kgXhL-e1JXT4
support.		
One in 10 children moved home at last		Published from the fourth
twice in 2018/19; One in four moved home		annual study: Instability of
at least twice in two years.		Children in Residential Care
Around one in ten (11 per cent) of children		(2020 Stability Index)
had to change school in 2019.		
6,5000 children in care had lived in three	Older children are most likely to face instability, especially those aged between 12	
or more homes over two years	and 15 years old. One in five of this group moved home two or more times in	
	2018/19.	

The Children's Commissioner's report underlined that the cost to public money for unregulated provision fell at £200 million pounds a year. Reviewing analysis into the 'Unit Costs of Health and Social Care', conducted by the Personal Social Services Research Unit (PSSRU), on average it costs the following to use the provision of foster care:

£621 per child per week

This figure excludes social care support directly related to fostered children but including additional educational services.

If we compare the above figure with the funds allocated for unregulated placements (£200 million), authorities would be able to use the services of an additional 6193 foster carers, which would absorb the need for unregulated provision for the 12800 children in these placements (based upon a foster care placement for two children).

However, the thirst for profit does not solely lie at the voluntary or private sector homes for children, where establishment (only) costs fall at £ 3, 582 per resident each week (Source: Unit costs of H&SC 2019 PSSRU), compared to the £621 per child per week using foster carers. A Review for the Department for Education by Sir Martin Narey and Mark Owers (Feb 2018), stated in the last 5 years, larger IFS's (Independent Fostering Services) have grown on average by 7.7% per year. This growth is significantly higher than the overall growth in the numbers of children being fostered. Which over an equivalent period has grown annually by 1%.

Reviewing 53 Local Authorities the fees paid to IFA's ranged between the following:

Local Authority Fees Paid to IFA's		
Child Age Group Cost per Week (£)		
> 4	668 - 776	
11 - 15	822 - 988	

The 'Ever Revolving Door' of Foster Carers.

Despite some foster carers being openly acknowledged for their excellent levels of care, Foster Support's evidence shows these foster carers have been bullied out of fostering by their authority. Our research shows that 55.7 percent of our foster carer members have been subject to one or more allegations, and 85.1 percent felt they were unfairly treated during this process.

Unlike any other role, where leaving on 'poor terms' does not prevent you from obtaining a similar job elsewhere, it is practically impossible to continue fostering if a service seeks to tarnish reputations. This is black listing and this leads to an 'ever revolving door' of foster carers, constant expensive recruitment drives, a sufficiency crisis and a workforce which is often lacking in the higher level training and experience needed to meet the needs of the traumatised children coming into care. Resulting in children being placed far from home in costly unregulated placements and their needs being failed.

Foster Support have gained priority access to significant data, conducted by a high profiling journalist, which uncovers the significant number of foster carer deregistration in the last year, which were not linked with transfers to other agencies. The number is comparable to the funds required to allocate unregulated provision for our most vulnerable children. Due to confidentiality clauses we are unable to share this data as of yet but it will be presented to the public domain in conjunction with a major news channel the near future.

National Minimum Standards (NMS) are designed to be:

- Applicable to the wide variety of different types of fostering service.
 - They aim to enable, rather than prevent, individual providers to develop their own particular ethos and approach based on evidence that this is the most appropriate way to meet the child's needs. Many providers will aspire to exceed these standards and develop their service in order to achieve excellence.
- Issued for use by Ofsted
 - Ofsted should take standards into account in the inspection of fostering services but these are not necessarily embedded fully into their framework, and there is evidence which suggest authorities are not challenged to account.
- Used by providers and staff in self-assessment of their services
 - Standards can provide a basis for the induction and training of staff and carers; they can be used by parents, children and young people as a guide to what they should expect a fostering service to provide and to do as a minimum; and they can provide guidance on what is required when setting up a fostering service."

It is important to highlight that National Minimum Standards are stated to be "issued for use by Ofsted who take them into account in the inspection of fostering services." At Foster Support, we feel that there needs to be a greater onus for the inspection to include compliance with the above standards, in addition to a new recognition of foster carers as knowledgeable individuals permitted to whistle blow to Ofsted. This is not currently the case and foster carers who attempt to report valid and serious concerns to Ofsted are told that "members of the public cannot raise concerns directly with Ofsted and they will not investigate".

The Amendments for Positive Change.

In recent years the crisis in children's social care and poor treatment of foster carers have gained increased media and parliamentary attention and some very sweeping suggestions for change have been proposed including: worker's status; a central register or a central licensing body. Foster Support have identified that there are a number of smaller, targeted changes, aimed at improving accountability and oversight in the National Minimum Standards.

Ensuring fairer treatment could achieve most of the aims of larger more sweeping proposals for change. This entails amending sections of National Minimum Standards for fostering which can be actioned by the appropriate Minister in accordance with;

Section 23 (2) of the Care Standards Act 2000;

"The appropriate Minister shall keep the standards set out in the statements under review and may publish amended statements whenever he considers it appropriate to do so."

Foster Support are seeking to secure a number of amendments to National Minimum Standards to bring in real accountability and new protections for children. These amendments will ensure that children's voices are heard and their wishes considered when decisions are being made on their behalf.

It is documented that standards are applicable to fostering services. Where a standard places an expectation on a foster carer, this should be interpreted as an expectation on their fostering service to support the foster carer to meet the standard. This "support" is often lacking between the authority and foster carer.

Using the National Minimum Standards (NMS) applicable to the provision of fostering service, Foster Support have witnessed how the values statement (which explains the important principles which underpin these standards) have been invariably ignored and abused by some local authorities and IFAs across the country. Below highlights the 'values' which can be consistently ignored using the results found by the Nationwide Association of Fostering Providers (NAFP) 'Placement Disruption Report', conducted in May 2015.

The Nationwide Association of Fostering Providers (NAFP) is the not for profit organisation that campaigns for independent and voluntary sector fostering providers (IFPs), and the children they care for. Over the last several years, members of NAFP have reported cases where, on the face of it, stable placements for children are being disrupted (or that disruption is threatened) for reasons which are not to do with promoting the welfare of the child but appear to be to do with cost saving. NAFP have been in contact with the Offices of the Children's Commissioners for England and for Wales. They were advised by these offices that, while they are not currently able to share case material with us, cases of this nature are well known to their advice services and form a significant part of their caseloads. In June 2014, NAFP launched a survey to examine the issue. Our support team deal with distraught foster carers losing heartbroken foster children on a regular basis.

National Minimum Standards (NMS) applicable to the provision of fostering services: 'Values' which are *sometimes* ignored and abused by *Fostering Service Providers*

Each child should be valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self-confidence and self-worth.

The particular needs of disabled children and children with complex needs will be fully recognised and taken into account

Children in foster care deserve to be treated as a good parent would treat their own children and to have the opportunity for as full an experience of family life and childhood as possible, without unnecessary restrictions.

The central importance of the child's relationship with their foster carer should be acknowledged and foster carers should be recognised as core members of the team working with the child.

Foster carers have a right to full information about the child.

It is essential that foster carers receive relevant support services and development opportunities in order to provide the best care for children.

Genuine partnership between all those involved in fostering children is essential for the NMS to deliver the best outcomes for children; this includes the Government, local government, other statutory agencies, fostering service providers and foster carers.

Supporting Evidence:

Nationwide Association of Fostering Providers (NAFP) 'Placement Disruption Report' conducted in May 2015

Three cases highlighted settled children who had made good attachments were moved to in-house placements.

NAFP were told in the various cases:

- "there was no justification except it was cheaper"
- "the child was extremely traumatised, and had no time to prepare... it was horrific for us all"
- "....the social worker and IRO deemed the placement too expensive, and informed the young person of this...the young person was devastated"

A case highlighted a local authority was pressing a foster family to seek a Special Guardianship Order (SGO) for a child (who was settled with a loving family), or otherwise they would place her for adoption. The intervention of the Ombudsman prevented the move and enabled the child to stay with the carers.

In one of the cases NAFP were told:

- " the LA said he needed the stability and permanence of an SGO" but
- "the child had spent a third of his life (2 years) with us, and thinks of us as his family".
- He says "he wishes I was his real mummy and he could stay with me forever"
- The carer said "... if they can guarantee the same package as my IFA I will take on SG, but.... I will lose out on training, support, respite ...from my agency"

In the other case NAFP were told:

• "the carers have been told to take an SGO... or adopt them" If they don't, "the children may have to be moved to in house foster carers"

The abuse and ignorance to National Minimum Standards does not solely fall on values. It also extends to additional standards but with particular neglect towards Standard 22. This standard is one of the **most ignored and abused standards in the statutory framework** leading to some shocking examples of bad practice and injustice, and is one of the biggest drivers for the loss of experienced foster carers. This loss is extremely costly as children are placed in unregulated placements, receiving dubious levels of care and support costing thousands of pounds per week due to a shortage of foster carers.

The following tables highlight the standards flagrantly disregarded (but not exhaustive) by some local authorities and IFAs. The information is evidenced based by Foster Support's extensive research, derived from many foster carers across the country, and accompanied by suggestions to amend the National Minimum Standards framework to close any gaps for a fairer standards framework and infrastructure.

National Minimum Standard: Breaches to Standard 11 Preparation for a Placement

Children are welcomed into the foster home and leave the foster home in a planned and sensitive manner which makes them feel loved and valued. Children feel part of the family. They are not treated differently to the foster carer's own children living in the household. The child's needs are met and they benefit from a stable placement.

NMS	Foster Support Evidence	Our Recommendations with the amendments to
		NMS wording
11.5) Where children are leaving the	NAPF have provide their own evidence as detailed	Where a decision is made to move a child in
foster family, they are helped to	above and the Children's Commissioner has also	circumstances where the child is not considered at
understand the reasons why they are	stated that it is an area of concern.	serious risk of harm, an independent advocate is
leaving. Children are supported during		automatically allocated who will actively offer
the transition to their new placement, to	Our own research and experience in supporting	advocacy support to the young person.
independent living or to their parental	foster carers confirms that looked after children	
home.	are moved without just cause and without notice	
	causing lasting trauma and emotional harm.	

Promoting independence and moves to adulthood and leaving care

Children are prepared for, and supported into, adulthood so that they can reach their potential and achieve economic wellbeing.

NMS	Foster Support Evidence	Our Recommendations with the amendments to
		NMS wording
12.2) Foster carers contribute to the	Our members have informed us of many occasions	The voice of the young person to be fully evidenced in
development of each child's care plan, in	where their young people feel pressured, ignored	the pathway plan, especially when they indicate their
collaboration with the child, including the	and unfairly forced into decisions which they do	reluctance to agree to proposed steps.
pathway plan for an "eligible" child, and	not accept.	
work collaboratively with the young		Reasons for ignoring the young person's wishes must
person's social worker or personal		be fully explained, justified and documented.
adviser in implementing the plan.		
12.3) The fostering service ensures there	Disabled children are not always referred to the	
are comprehensive arrangements for	correct team and appropriate transition care	Transition planning in accordance with the Care Act
preparing and supporting young people	planning for the foster child, including the foster	2014 to be undertaken in a timely manner for all
to make the transition to independence.	carer, is not carried out within correct time frames.	looked after children identified as having additional
This includes appropriate training and		needs.
support to foster carers caring for young		
people who are approaching adulthood.		
Arrangements are consistent with the		
young person's care plan, including		
their placement plan, pathway plan and		
transition plan for children with		
disabilities and special educational needs		

Matching the child with a placement that meets their assessed needs

The responsible authority has information and support from the fostering service which it needs to facilitate an appropriate match between the carer and child, capable of meeting the child's needs and consistent with the wishes and feelings of the child, so maximising the likelihood of a stable placement.

placement.		
NMS	Foster Support Evidence	Our Recommendations with the amendments to
		NMS wording
15.2) Prior to the placement of each child,	Many foster carers have been forced to offer	Each foster carer is provided with all necessary
the foster carer is provided with all the	'emergency' placement despite not being	information available to the fostering service about a
information held by the fostering service	'emergency carers', whilst others have offered	child's circumstances, including any significant recent
that they need to carry out their role	placement based on factually inaccurate and	events, to help the foster carer understand and
effectively. The information is provided in a	misleading information provided by the fostering	predict the child's needs and behaviours and support
clear, comprehensive written form and	service. This not only caused risk to the foster	the child within their household.
includes the support that will be available	carers but also to the child and other children in	
to the foster carer. The fostering service	the household as well.	The fostering service provides a written declaration
follows up with the responsible authority		about the information shared to the foster carer to
any gaps in the information provided to		enable the carer(s) to make an informed judgement to
them on the child or the child's family,		offer placement.
which may hinder the foster carer in		
providing a safe caring environment that		
meets the child's needs and enables them		
to keep the child, other children in the		
fostering household and the foster carer		
him/herself safe.		
15.3) Once placed, a child is not removed		A robust and independent recording system to review
from a foster carer who is willing and	This is not adhered to as detailed in NMS 11.5	sudden and unannounced placement moves and
able to continue caring for the child, unless	above	"active advocacy" as detailed in 11.5
that is in their best interests, taking the		
child's current wishes and feelings into		
account, and decided (other than in an		
emergency) through the child's care		
planning process. If a placement move		
occurs in an emergency the fostering		
service informs the responsible authority		
within one working day.		

National Minimum Standard: Breaches to Standard 21		
Supervision and support of foster carers		
Foster carers receive the	support and supervision they need in order to care p	roperly for children placed with them.
NMS	Foster Support Evidence	Our Recommendations with the amendments to NMS wording
21.5) Foster carers are provided with breaks from caring as appropriate. These are planned to take account of the needs of any children placed.	Some foster carers, after a difficult and challenging placement, have requested a period of time to rest and reflect before embarking upon a new child placement. Some authorities have denied the foster carer any type of respite, and in some cases have deregistered a carer due to them requiring a period of rest. There are no laws that deal specifically with taking a career break – it is only an agreement between the employer and the employee but we need to be mindful that foster carers are classed as self-employed.	A foster carer can apply for an "On Hold" fostering status within their fostering agency, allowing the carer(s) an agreed period of time to not provide a fostering placement. The following must be considered for when applying for the "On Hold" status: • Eligibility and notice periods • How to apply and how long is allowed • Arrangements to return to fostering after the "On Hold" period of time but these agreements are not legally binding.

Handling allegations and suspicions of harm

Allegations and suspicions of harm are handled in a way that provides effective protection and support for children and the person making the allegation, and at the same time supports the person who is the subject of the allegation.

and at the same time supports the person who is the subject of the allegation.		
NMS	Foster Support Evidence	Our Recommendations with the amendments to
		NMS wording
22.8) As soon as possible after an	Policies are not standard practice and the "review"	A national policy framework to be established and
investigation into a foster carer is	frequently looks to find fault even after and	followed. Where there is a breakdown in the
concluded, their approval as suitable to	unfounded/unsubstantiated outcome.	relationship between a foster carer and the fostering
foster is reviewed. There is a clear policy		service the fostering service <u>must not</u> use this as a
framework which outlines the	Internal failings are invariably not acknowledged	grounds to deregister the foster carer and they must
circumstances in which a foster carer	and all fault sits with the foster carer.	enter into compulsory mediation.
should be removed as one of the fostering		
service provider's approved foster carers,	Foster Support's data shows 75.7 percent of foster	When a foster carer seeks to move fostering service
in the interests of the safety or welfare of	carers think that compulsory mediation would be	provider and this move is blocked, the same
children. This is available to foster carers.	helpful when relationships falter between foster	compulsory mediation service must carry out an
	carers and their fostering service provider?	investigation into potential backlisting.
22.9) Investigations into allegations or	Evidence gathered shows a lack of compliance with	Where consideration is being given to removing a
suspicions of harm are handled fairly,	this section; some investigations last years and are	child, an independent children's advocate must be
quickly, and consistently in a way that	extremely unfair. We are able to provide case	appointed to support the child and ensure that their
provides effective protection for the child,	studies.	voice is heard. This <u>must be</u> a compulsory
and at the same time supports the person		appointment and the advocate must make contact
who is the subject of the allegation.	Foster Support's data shows 55.7 percent of foster	with the child to offer their support in the same
Fostering services follow the framework	carers have been subject to one or more	manner as after a 'missing from care' incident.
for managing cases of allegations of abuse	allegations, where 85.1 per cent of foster carers	
against people who work with children as	felt that they were not treated fairly during this	
set out in Working Together to Safeguard	process.	
Children.		
22.10) Fostering services ensure that a	This section is completely ignored and	Panel, the Agency Decision Maker and Independent
clear distinction is made between	unfounded/unsubstantiated allegations invariably	Reviewing Mechanism can only hear and decide upon
investigation into allegations of harm and	turn into a standards of care "fault finding	the allegations of harm investigation and additional
discussions over standards of care.	"expedition.	procedures looking into standards of care <u>cannot</u> be
Investigations which find no evidence of		addressed in the same review.
harm should not become procedures	We can provide case studies.	
looking into poor standards of care - these		
should be treated separately.		

Handling allegations and suspicions of harm

Allegations and suspicions of harm are handled in a way that provides effective protection and support for children and the person making the allegation, and at the same time supports the person who is the subject of the allegation.

and at the same time supports the person who is the subject of the allegation.		
NMS	Foster Support Evidence	Our Recommendations with the amendments to NMS wording
22.11)There is written guidance for foster carers and staff, which makes clear how they will be supported during an investigation into an allegation including payment of allowance and any fee to foster carers while investigations are ongoing. 22.12) During an investigation the fostering service makes support, which is independent of the fostering service, available to the person subject to the allegation and, where this is a foster carer, to their household, in order to provide: a. information and advice about the process; b. emotional support; and, c. if needed, mediation between the foster carer and the fostering service and/or advocacy (including attendance at meetings and panel hearings).	Evidence illustrates minimum compliance with this section. This section is widely ignored and misinterpreted. "Advocacy" is not permitted only silent "impartial" support and "independent of the fostering service" is usually restricted to "independent" support chosen and funded by the fostering service. This is a clear conflict of interest, as the 'paid advocacy' invariably do not wish to upset their "paymaster". This is extremely unfair and leads to abuse of process. Recently, a decision was upheld by the Local Government and Social Care Ombudsman (13/08/20) against Wirral Metropolitan Borough Council, regarding them failing to inform a foster carer about allegations made against them, alongside the council failing to allow the foster carer to respond.	Clear written guidance, outlining how the foster carer will be supported during an investigation into an allegation, must be given to the foster carer as soon as an allegation is made. Fostering service providers must allow "advocacy" in accordance with NMS 22.12 Foster carers are free to choose their own independent support and must not be forced to use organisations funded by their fostering service providers. Fostering service providers must be mindful of the conflict of interests which arises from their contractual arrangements with "independent support services" and cannot prevent a foster carer from using their own independent support service.

	lational Minimum Standard: Breaches to Sta	ilualu 20
Records		
	to date, stored securely and contribute to an un	
NMS	Foster Support Evidence	Our Recommendations with the amendments to NMS wording
26.3) Children and their parents understand the nature of records maintained and how to access them. 26.4) Information about individual children is kept confidential and only shared with those who have a legitimate and current need to know the information, and to those parts of a child's record or other information that they need to know. 26.5) Entries in records, decisions and reasons for them, are legible, clearly expressed, nonstigmatising, distinguish between fact, opinion and third party information and are signed and dated.	Many foster carers have been subjected to report writing which does not distinguished between fact, opinion and third party. Through the use of a 'Subject Access Request' (SAR) under Article 16 GDPR, these reports were found to be withheld from foster carer's knowledge (no date) and lacked any validation of accuracy (signature) from the foster carer.	These sections (26.3; 26.4; 26.5; 26.6) should cover foster carers, and requests for data rectification under Article 16 GDPR, are correctly compiled within a timely manner. Foster carers' personal health and medical records are securely stored and kept highly confidential. Access is restricted and information is only shared with those who have a legitimate need to know.
26.6) Information about the child is recorded clearly and in a way which will be helpful to the child when they access their files now or in the future. Children are actively encouraged to read their files, other than necessarily confidential or third party information, and to correct errors and add personal statements.		
26.9) When a foster carer seeks to move to a new provider, the new provider seeks information from the previous provider about the prospective foster carer, and the previous provider complies with such a request within	Foster carers who have an intent to transfer to an alternative fostering agency have experienced either refusal or significant delays obtaining their Form F. A large number of foster carers have also been	Form F to be provided to the foster carer and new provider with a 14 days of request. Where a foster carer is refused a transfer to another provider and unable to continue fostering they have

subjected to allegations after they have raised

an intent to transfer.

one month of receipt of the written request.

right to request an investigation into blacklisting.

Stepping Away From the 'Cliff Edge'

The acknowledgement by the Children's Minister, Vicky Ford MP, wherein she stated "there is often a gap between legislation and practice", cannot be ignored any longer. The increasing use of unregulated provision for our most vulnerable children (12800), and the epic burden this imposes on public money (£200M), emphasises a crisis happening with the supply and demand of experienced foster carers.

Foster carers do not have worker status, and so do not have the protection of employment law. Authorities can use and dispose of foster carers services without question or consequence, leaving the care system on whole failing to effectively support the basic human needs of a child. Foster Support's evidence proves that highly qualified and knowledgeable foster carers are being 'dissolved from the system' due to gaps in National Minimum Standards. These 'loopholes' allow authorities to be unaccountable for their actions when they neglect to follow policy, procedure and/or legislation. Any foster carer who has challenged such abuse of power have faced dire consequences ranging from false allegations through to deregistration. This creates a fostering 'cliff edge', created by the relationship breakdown between the service and foster carer, where the continuation of skilled carers becomes highly improbable. In the end, these outcomes only generate additional trauma for our most vulnerable children with yet another missed opportunity to experience a family life.

If our children are failed then our future as a society will fail. The Small changes to the National Minimum Standards which Foster Support have outlined within this report (alongside an agreement with the appropriate Minister in accordance with Section 23 (2) of the Care Standards Act 2000), will make a significant and optimistic step forward. It will not only reduce the haemorrhage of public money to profit making (unregulated) organisations, but encourage the growth, security and stability of the country's fostering resource. Making positive impact on the lives of our children. Our future.