

Schedule 2 (Specification)

Procurement Specification: The Fosterline Service

1. Introduction

- 1.1 This tender seeks bids to take on and improve an existing set of Fosterline services offering advice to current and prospective foster carers.
- 1.2 Fosterline is a free, independent national advice service that offers support for both current and prospective foster carers. It has been in place since 2006, funded by the Department of Education. During that time, the Department also increased the scope of Fosterline from responding to ad hoc enquiries to offering individualised services for current or prospective foster carers requiring help with ongoing issues or detailed tax and benefits advice. The services aim to support foster families to stay together during times of crisis, reducing placement breakdown, and avoiding costs associated with this. The service is widely used, with over 108,000 contacts (through the helpline service, 1-2-1s, webchats, emails, website visits etc.) in the year 2021-22.
- 1.3 The current provider, Fostertalk, have been providing the service since 2013 and the current contract expires at the end of September 2023. The current service provided by Fostertalk is supported by the helpline service, website and webchat features. We wish to procure a delivery partner to manage the Fosterline service for two years (from 1 October 2023 to 30 September 2025), with the option to extend for a further year (subject to review prior to the end of September 2024 and September 2025).

2. Policy Background Context

- 2.1 There is rising pressure on the sufficiency of available foster homes. There are currently 43,905 fostering households and 61,360 approved foster carers in England. Since 2018, the number of approved mainstream fostering places has decreased by 5%¹ whilst the number of children living in care has risen by 9% over the same period².
- 2.2 Both the Independent Care Review and the recent CMA report highlight the urgent need to increase capacity in fostering. This follows similar findings described by Martin Narey and Mark Owers in their review of Foster Care in England (2018) and the Education Select Committee enquiry into Fostering (2017-18).
- 2.3 Supporting prospective applicants as well as retaining existing foster carers are key to addressing sufficiency pressures and Fosterline plays a key role in doing this.
- 2.4 Prospective foster carers are supported by Fosterline to self-assess their suitability and take forward applications as appropriate through impartial free and easy to access

¹ [Fostering in England 1 April 2021 to 31 March 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/fostering-in-england-1-april-2021-to-31-march-2022)

² [Children's social care data in England 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/childrens-social-care-data-in-england-2022)

information. This includes specialist financial advice to assess the financial impact of fostering. An independent service is particularly vital given reports that prospective carers are reticent to raise questions on finances or sensitive aspects of the application process for fear of the impact on application outcome. A large percentage of the calls and enquiries received are about finances, from both current and prospective foster carers.

2.5 Equally vital is support for existing foster carers. For some carers, Fosterline offers a service to those who do not have access to any membership services and require independent support. This includes during sensitive periods such as an allegation, where support from outside the fostering service provider is vital to wellbeing. Whilst this does not replace the duties of fostering service providers to make independent support available during an allegation³ but provides a backstop where required. They also support foster carers who are dealing with challenging behaviour from the children in their care, helping to increase placement stability. Additionally, specialist tax and benefits advice through Fosterline fills a gap for existing foster carers requiring advice on the bespoke system that may not be available locally. Anecdotal evidence suggests that some Fostering Service Providers and foster carers are not aware of all the financial and tax implications involved in fostering, which is why an independent service, such as Fosterline, is invaluable.

3. Current Service Performance

3.1 The current service has had over 4,000 (incoming) direct contacts in the financial year 2021/2022, as well as the website receiving many new and repeat visitors. It continues to receive positive service user feedback on an ongoing and consistent basis, with scores consistently between 4 and 5 for quality of information and user satisfaction, as shown in monthly management information.

3.2 Selected provider data for performance during 2021-2022 financial year demonstrated the following:

Measure	Data (2021/22)
New visitors to website	78,059 pa
Repeat visitors to website	10,170 pa
Emails	1,444 pa
Webforms	74 pa
Live chats	153 pa

³ [Fostering Guidance - MASTER \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Call backs booked	527 pa
Phone engagements	3,023 pa
Percentage Calls answered in under 1 minute	96.13%

See **Annex A&B** for further breakdown of information including website running costs

3.3 There are currently 4 part-time staff (approx. 2.5 FTE) working on the helpline, with assistance from the part-time coordinator (approx. 0.8 FTE), a professional advisor and a marketing officer. There is also the contracted out service for the 1-2-1 tax and benefit service and the 1-2-1 support service; this has a variety of specialised and experienced staff.

3.4 All information created after 01/04/2020 on the website will be included. The website name and logo will stay the same and will transfer over to a new supplier

3.5 The telephone number will stay the same as it will transfer to a new supplier.

4. Scope of the Service

4.1 To run Fosterline, the free service for prospective and current foster carers by providing a telephone helpline, website, social media presence and 1-2-1 support service on a referral basis.

4.2 The supplier is required to deliver The Fosterline Service by delivering the following service aspects:

D1	Support the retention of foster carers by providing accurate, appropriate and sensitive information, advice and signposting on a wide range of issues of concern to foster carers, thus enabling them to meet the needs of the children and young people in their care.
D2	Develop online resources providing guidance and information on fostering matters, demonstrating a clear understanding of user needs and being proactive and flexible to current issues in the sector.

D3	<p>Support the recruitment of foster carers to local authorities and not for profit IFAs, by providing confidential, independent advice and information to prospective carers about how to become a foster carer; who to approach about applying; the issues involved; the training and support available to them before, during assessment and when fostering;</p> <p>Reach a wide range of people with the potential to foster, including currently under-represented groups in order to widen the pool of current foster carers; and</p> <p>Be prepared and flexible for an upsurge in enquiries related to both regional and national fostering recruitment campaigns.</p>
D4	<p>Provide specialist advice delivered through appropriately experienced, qualified and skilled people with expert knowledge on fostering services in England and with excellent communication skills.</p> <p>Have enough qualified and experienced staff to take calls and respond to emails and web based enquiries.</p> <p>Minimum requirements for experience are CQSW/DipSW, or being an approved foster carer/adopter, together with experience of assessment, training and support of foster carers and experience of working within a local authority and/or IFA fostering service</p>
D5	<p>The service supplier must have the skills to run a successful helpline and website with a range of available supported routes including video chat, text, phone, email, web chat. Ensuring that there is provision available for non-English speakers and the helpline service is accessible and useable by callers with a hearing impairment in a way that complies with the advice and guidelines of the Royal National Institute for the deaf.</p>
D6	<p>Have a clear marketing strategy to increase awareness of Fosterline to existing foster carers who may benefit from its support as well as generate more contacts to help increase foster carer recruitment.</p>
D7	<p>Be aware that the enquiries received by the Fosterline service are often of a very sensitive nature and require in-depth knowledge of, and the ability to support through the following:</p> <ul style="list-style-type: none"> • fostering regulations • the application process to become a foster carer • all the checks made during the application process for foster carer and family • what support should be provided by the supporting social workers • how to support foster children • support for foster carer's family/children during the application process

	<ul style="list-style-type: none"> 1-2-1 support service and specialist tax and benefits support available on a referral basis to both current and prospective carers
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Telephone service

D1	The helpline to be open between the hours of 9:00am to 5:00pm as a minimum, Monday to Friday excluding Bank Holidays. Including answer phone facilities outside of opening hours and during opening hours.
D2	Helpline availability based on operating hours (100%).
D3	Where calls are higher than projected during any particular period, there will be a clear and consistent approach to prioritising support. The service should maintain or exceed the current standards for allocating and responding to calls, with caller satisfaction recorded and reviewed.
D4	<ul style="list-style-type: none"> Ensure the helpline service is accessible and useable by callers with a hearing impairment in a way that complies with the advice and guidelines of the Royal National Institute for the deaf; and The telephone helpline should also operate a text-phone system to support those with hearing impairment and we expect interpretation services via a language line facility (or similar) for callers when English is not their first language.

Website and social media

D1	Digital support features, including webchat available 5 days a week 9:00am to 5:00pm as a minimum, excluding bank holidays. Website to be 100% operational, open 24/7
D2	The website / online service will facilitate successful delivery and communication of the requirements of the service.
D3	The GOV.UK website will host information and provide an overview of the new service, whilst sharing the URL to the supplier active website
D4	Have an active presence on social media – including Instagram, Facebook, twitter, linkedin etc. To promote Fosterline/Fostering, increase their followers and signpost people to Fosterline
D5	The website will be required to act as a 'one-stop shop' for useful links, up to date accurate information and resources for current and prospective foster carers. It should host a variety of content specifically aimed at foster carers,

	including key tabs that are then broken down, for example tabs for those thinking of fostering and those already fostering
D6	Deliver a service that considers the accessibility needs of its potential users to ensure that access to the web services are not limited or restricted by access issues. For example, the digital service must meet the requirements of the GDS Technology Code of Practice

Regarding the website:

4.3 The Department for Education will not be producing a standalone website for this project, so the successful supplier will be required to host and maintain a website that can be expanded to host the resources required for delivery of this project.

4.4 The Department for Education do not require a new website to be set up for this service if you have an existing website platform in place, as the deliverables for this service set out in the specification would be hosted on your current platform. If you do not have an existing platform, a new website will be required.

4.5 The Department for Education do require a new website to be set up for this service and the existing platform will not transfer. If you do not have current website platform already in place that can host the deliverables of this service requirement as set out in the specification.

4.6 Both new website platform set up and existing website platforms will have to be subjected to The Department for Education internal reviews to ensure up the most cyber security both parties

1-2-1 service

D1	<p>Offers a one-to-one referral only service to provides the following support:</p> <ul style="list-style-type: none"> • A full tax and benefits service for prospective carers, including giving callers support on which benefits are available to them and helping to clarify the self-employment process and tax return support • Helping callers understand the financial implications of fostering • General advice on self-employment and benefits, including wider statutory entitlements including pensions and parental leave • Supporting on topics including: complaints, standards of care, care planning concerns, fostering application queries
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	See Annex D for further information and Annex E for the User Journey
D2	The service offers independent one to one virtual support for current foster carers experiencing extreme anxiety and crisis or requiring ongoing support. This is provided by experienced and independent advisers, who are either a CQSW/DipSW or approved foster carer/adopter with extensive experience of training and support of foster carers

4.7 The supplier will ensure the service does the following:

D6	Demonstrate continuous improvement of the service throughout the contract, evaluating user satisfaction on an ongoing basis and reporting to the Department; and Deliver value for money through efficient and effective use of the budget and resources
D7	The service will be able to analyse the range of calls and issues presented, drawing out themes, trends, and patterns, quantitatively and qualitatively, linking insight to regional and local authority levels, along with evaluating the impact of direct support when this is provided
D8	Project management expertise including project planning, implementation, review and risk management, robust data management and compliancy as well providing value for money solutions
D9	Have a clear understanding of the purpose of this contract/ project, ensuring they have the expertise in the development of evidence-based policy solutions and have the flexibility to respond to changing policy landscape.
D10	The new service is required to be operational from 1 October 2023 following an implementation period.

5. Service Levels and Performance Indicators

Area/The me	Measure	Monitoring Method/ Target		Timescale
National helpline in place for current and	Number of phone engagements provided through either direct incoming calls,	5,200		p.a.
		Rating	Threshold	
		Good	5,200 phone	

prospective foster carers	responses to answerphone messages and webform requests for calls	<table><tr><td>Approaching Target</td><td>4,940 phone</td></tr><tr><td>Requires</td><td>4,680 phone</td></tr><tr><td>Inadequate</td><td>4,420 phone</td></tr></table>	Approaching Target	4,940 phone	Requires	4,680 phone	Inadequate	4,420 phone												
	Approaching Target	4,940 phone																		
Requires	4,680 phone																			
Inadequate	4,420 phone																			
	Phoneline to be operational 5 days a week, 9:00am to 5:00pm as a minimum, excluding public holidays. Answerphone facility provided outside of operating hours.	<p>Phoneline to be 100% operational in opening hours</p> <table><tr><td>Rating</td><td>Threshold</td></tr><tr><td>Good</td><td>100%</td></tr><tr><td>Requires</td><td>95% operational</td></tr><tr><td>Inadequate</td><td>90% operational</td></tr></table>	Rating	Threshold	Good	100%	Requires	95% operational	Inadequate	90% operational										
Rating	Threshold																			
Good	100%																			
Requires	95% operational																			
Inadequate	90% operational																			
National website in place for current and prospective foster carers: website to be 100% operational 24/7	Number of new visitors to website	90,000	p.a.																	
	Emails and webforms responded to	<table><tr><td>Rating</td><td>Threshold</td></tr><tr><td>Good</td><td>2,000 emails/webforms</td></tr><tr><td>Approaching Target</td><td>1,900 emails/webforms</td></tr><tr><td>Requires</td><td>1,800 emails/webforms</td></tr><tr><td>Inadequate</td><td>1,700 emails/webforms</td></tr></table> <table><tr><td>Rating</td><td>Threshold</td></tr><tr><td>Good</td><td>100% operational</td></tr><tr><td>Requires</td><td>95% operational</td></tr><tr><td>Inadequate</td><td>90% operational</td></tr></table>	Rating	Threshold	Good	2,000 emails/webforms	Approaching Target	1,900 emails/webforms	Requires	1,800 emails/webforms	Inadequate	1,700 emails/webforms	Rating	Threshold	Good	100% operational	Requires	95% operational	Inadequate	90% operational
Rating	Threshold																			
Good	2,000 emails/webforms																			
Approaching Target	1,900 emails/webforms																			
Requires	1,800 emails/webforms																			
Inadequate	1,700 emails/webforms																			
Rating	Threshold																			
Good	100% operational																			
Requires	95% operational																			
Inadequate	90% operational																			
Performance of helpline service	Percentage of telephone calls to be answered via a call handler within 1 minute	<table><tr><td>Rating</td><td>Threshold</td></tr><tr><td>Good</td><td>95% of calls within 1</td></tr><tr><td>Approaching Target</td><td>90% within 5 minutes</td></tr><tr><td>Requires</td><td>80% within 5 minutes</td></tr><tr><td>Inadequate</td><td>75% within 5 minutes</td></tr></table>	Rating	Threshold	Good	95% of calls within 1	Approaching Target	90% within 5 minutes	Requires	80% within 5 minutes	Inadequate	75% within 5 minutes	p.a.							
	Rating	Threshold																		
Good	95% of calls within 1																			
Approaching Target	90% within 5 minutes																			
Requires	80% within 5 minutes																			
Inadequate	75% within 5 minutes																			
	Percentage of text, emails,	<table><tr><td>Rating</td><td>Threshold</td></tr></table>	Rating	Threshold	p.a.															
Rating	Threshold																			

	webforms, live-chat received are to be responded within 24 hours of first contact to the service (on working days)	<table><tr><td>Good</td><td>95% of contacts within 24 hr</td></tr><tr><td>Approaching Target</td><td>90% within 48hr</td></tr><tr><td>Requires</td><td>80% within 48hr</td></tr><tr><td>Inadequate</td><td>75% within 48hr</td></tr></table>	Good	95% of contacts within 24 hr	Approaching Target	90% within 48hr	Requires	80% within 48hr	Inadequate	75% within 48hr		
	Good	95% of contacts within 24 hr										
	Approaching Target	90% within 48hr										
	Requires	80% within 48hr										
Inadequate	75% within 48hr											
Average user satisfaction score for advice/signposting helpline is 'good'.	<table><tr><th>Rating</th><th>Threshold</th></tr><tr><td>Good</td><td>7 or above</td></tr><tr><td>Approaching Target</td><td>5 to 6</td></tr><tr><td>Requires</td><td>3 to 4</td></tr><tr><td>Inadequate</td><td>2 or below</td></tr></table>	Rating	Threshold	Good	7 or above	Approaching Target	5 to 6	Requires	3 to 4	Inadequate	2 or below	p.a.
Rating	Threshold											
Good	7 or above											
Approaching Target	5 to 6											
Requires	3 to 4											
Inadequate	2 or below											
Sample expectation of feedback requested for helpline.	20% of the total number of helpline-based users	p.a.										
Relevant reporting to DfE as requested	Support – hours to be evenly distributed throughout the year, to ensure there is adequate coverage throughout	How many referrals overall	p.a.									
	Why are people referred to the service	How many referrals to tax and benefits service	p.a.									
		How many referrals to 1-2-1 advocacy and the reasons for the referral	p.a.									

	Breakdown of reasons for call / contact	See Annex C	To be recorded on monthly basis
	Regular meetings to discuss performance	Supplier to meet with DfE on a quarterly basis as a minimum. Any requests for information from DfE to be responded to within 48 hrs	
	Evidence of increasing reach and relevance through social media platforms	Increase the amount of followers by posting regularly on social media (at least 3x month), thereby increasing engagement on social media Keep a record of the amount of followers and engagement on social media	To be recorded on a monthly basis
	Marketing	Targeted marketing to increase contacts ensuring a record of activity is kept and what (if any) result this has had on contacts to the service	To be recorded on a monthly basis

Social Value KPI will be monitored throughout the service period of The Fosterline Service contract. Please refer to Document 4 Schedule 26 sustainability for full KPI details.

6. Management information

6.1 The successful tenderer will be asked to provide management information during the set quarterly meetings to aid departmental delivery scrutiny and to inform wider work. Information will be drawn from: call volumes/duration timing etc., profiles of children calling, reasons for calls, call prioritisation (if needed), LA area origin of calls, call outcomes; administrative and financial service operation information, awareness raising activity, and from work with local authorities to channel requests for advocacy. Reporting indicators will be developed during the service transition period and agreed upon award of the contract.

6.2 The provider will be asked to project activity volumes (for call handling, for work with LAs, for provision of advocacy) for each period. Projected volumes and actuals' will inform regular performance review meetings with the department. The provider is also asked to

analyse calls made and the issues raised, to draw out themes, trends, and patterns, quantitatively and qualitatively, linking insight to regional and local authority levels. The provider is also asked to set out the impact and outcome of any direct advocacy that might be provided.

6.3 During the life of the contract the department may commission an external independent evaluation on the efficiency and effectiveness of the service. This will be in addition to the service provider's own internal monitoring and quality control. Feedback from any exercise of this nature will be used both to assess the performance of the service provider and to develop and improve the quality and cost effectiveness of the service.

6.4 The provider is asked to submit a template and mock-up of a monitoring report as part of their bid, setting out the information covered within this section and drawing from information that will be collected via the central CRM system.

6.5 The final version of the template and mock-up of a monitoring report will be finalised and agreed between both parties during the successful bidder's implementation period.

7. Staffing

7.1 The staff who deliver the service are key to its effectiveness. The service provider will need to consider the types of advisors and other staff who would be most appropriate for this contract and must ensure that there are appropriate administrative and supervisor staffing levels in place to meet the contract requirements and deliver an efficient and flexible resource.

7.2 The attention of bidders is drawn to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). Whilst it is the responsibility of the bidder to consider whether TUPE applies in the circumstances of this contract, and to tender accordingly, it is the view of the Department that TUPE may apply as a consequence of any change in the provider of the services under this contract. However, the Department is not liable for this view and bidders should form their own view, taking specialist advice if necessary.

7.3 Based on information provided by the incumbent provider of services, the Department understands that there are currently 7 employees who may be within the scope of TUPE, although the Department makes no representations or warranties as to the accuracy of

this information. Anonymised information on these employees will be made available as part of the ITT process subject to the completion of a Non-Disclosure Agreement.

8. Data Security and Transfer Protocols

8.1 Where appropriate, the successful tenderer will be asked to submit a security plan that explains how they will ensure that departmental and children's personal data will be protected.

8.2 The service provider must be fully compliant with the Departmental Security Standards. This includes, but is not limited to the following:

- a) The system must be capable of processing information with a security classification of OFFICIAL of the Government Security Classifications Scheme, and must provide security controls capable of mitigating risks associated with this level.
- b) The service provider must demonstrate compliance with all applicable regulatory requirements, including but not limited to the Data Protection Act 1998 and General Data Protection Regulation (GDPR).
- c) Suppliers' collection, use, storage, management and sharing of personal data, including details of systems in which such data is stored, will be governed through DfE's DDaT processes. Security governance is based on risk and the DfE team can bring in contractual support to support, manage and mitigate identified risks. This may also impact the supplier's costs.

8.3 For the purposes of this contract, the department will be the data controller and will enter into an agreement with the contractor for it to process the information.

9. Customer Relationship management (CRM) system

9.1 The service provider must provide a central CRM system which can perform the following functions:

- d) Create and maintain a single customer record for each client. Each client should have a unique identifier.
- e) Provide a scalable and flexible solution to allow for changes to the CRM system, in terms of data capture and functionality.

- f) Comply with all relevant data protection and Government information security requirements to OFFICIAL level.
- g) Allow system changes at minimal cost.
- h) Be capable of providing regular specified and ad-hoc management reports.
- i) Ensure reporting is compatible with standard computer systems (such as standard MS packages, Word, Excel, etc.).
- j) Support export of data in standard formats (e.g. CSV, XLS).
- k) Provide a database of contacts.
- l) Have the capability to record and store all contacts for a predetermined period of time in compliance with its legal obligations
- m) Integrate with the knowledge bank to enable advisors to access information quickly in order to provide effective advice and support to clients.

9.2 10.2 The service provider will need to work with DFE to define the exact data capture field requirements during set-up.

9.3 People can re-contact the service a number of times if they have ongoing problems, through multiple channels. The CRM system must be able to record information that has been given to advisors by clients during each contact. That information must be capable of being re-called by advisors if the client contacts the service again. Information must be capable of being extracted and presented to the clients or advocates as part of ongoing casework.

9.4 Final outcomes/results of interactions and advice/support given needs to be recorded against each client's records.

10. Costs

10.1 The supplier is required to provide a detailed breakdown of costs (excluding VAT).

10.2 Payments will be made to the supplier by BACS transfer following receipt of a valid invoice.

10.3 The supplier should provide details of discounts for prompt payment.

11. VAT

- 11.1 The supplier should state clearly when submitting prices whether *or not* VAT will be charged.
- 11.2 Where the contract price agreed between the department and contractor is inclusive of any VAT, further amounts will not be paid by the department should a vatable supply claim be made at any later stage.
- 11.3 Where the overall contract price is exclusive of VAT, the department will pay any VAT incurred at the prevailing rate (currently 20%). If the VAT rate changes the department will pay any VAT incurred at the new rate.

Annex A – call data

Call arrival patterns	Number received in 2021/2022
00:01-09:00	231
09:01-11:00	507
11:01-13:00	439
13:01-15:00	516
15:01-17:00	314
17:01-24:00	129
Average call length in minutes	30 minutes

Service access	Number received 21/22
Call backs booked	169
Emails	1444
Webform	74
Live chat	148
Social Media:	
Facebook	8,473
Twitter	171
LinkedIn	7,157

Annex B

Website	Number received in 2021/2022
New visitors to website	78,059
Repeat visitors	10,170
Website operational time	100% operational 24/7
Page views:	
Finances	4,497
Thinking of fostering	4,589
Leaving foster care	0
Allegations	4,651
Already fostering	747
Permanency options (inc SGO)	1,525
Kinship care, family & friends	7,793
Legislation	6,886
Find a fostering service	7,000

Website Costs

The running costs for the website per month are currently £,1623.50

Annex C

In monthly/quarterly performance data to provide reason for call/contact from prospective/current foster carer. For example:

- Advertising/Sales
- Allegation
- Becoming a foster carer (assessment process)
- Becoming a foster carer (finding a fostering service)
- Caller outside England
- Care plan for LAC
- Complaint
- Data protection and record keeping / Disclosures and Barring
- Education query
- Finance: allowances /skills payments
- Finance: benefits/ tax credits//tax and NI
- Finance: Savings for LAC
- Housing
- Insurance for Foster carers
- Leaving care
- Leaving fostering – if possible record reasons for this
- Legislative - Children and YP Act/Fostering regs/National Minimum Standards
- Non- Fostering related
- Other: record the reasons and if a trend is noticed make another category for this
- Permanence/long term fostering
- Placement disruption
- Placement Issues
- Placements (lack of)
- Spam
- Special Guardianship/Kinship Care
- Support by SW or Fostering Service
- Switching Fostering Service
- Training

Annex D

The 1-2-1 support and tax/benefits service

The 1-2-1 service currently encompasses a tax and benefits specialist service and a 1-2-1 advocacy service. A breakdown of their average referrals is in the table below.

Service	Average referrals per month
Tax and Benefits	14
Advocacy	15
Reasons for referral: <ul style="list-style-type: none">• Allegations• Standards of care• Lack of support• Complaints about fostering service provider/ supervising social worker• SGO/Kinship care issues	

Annex E

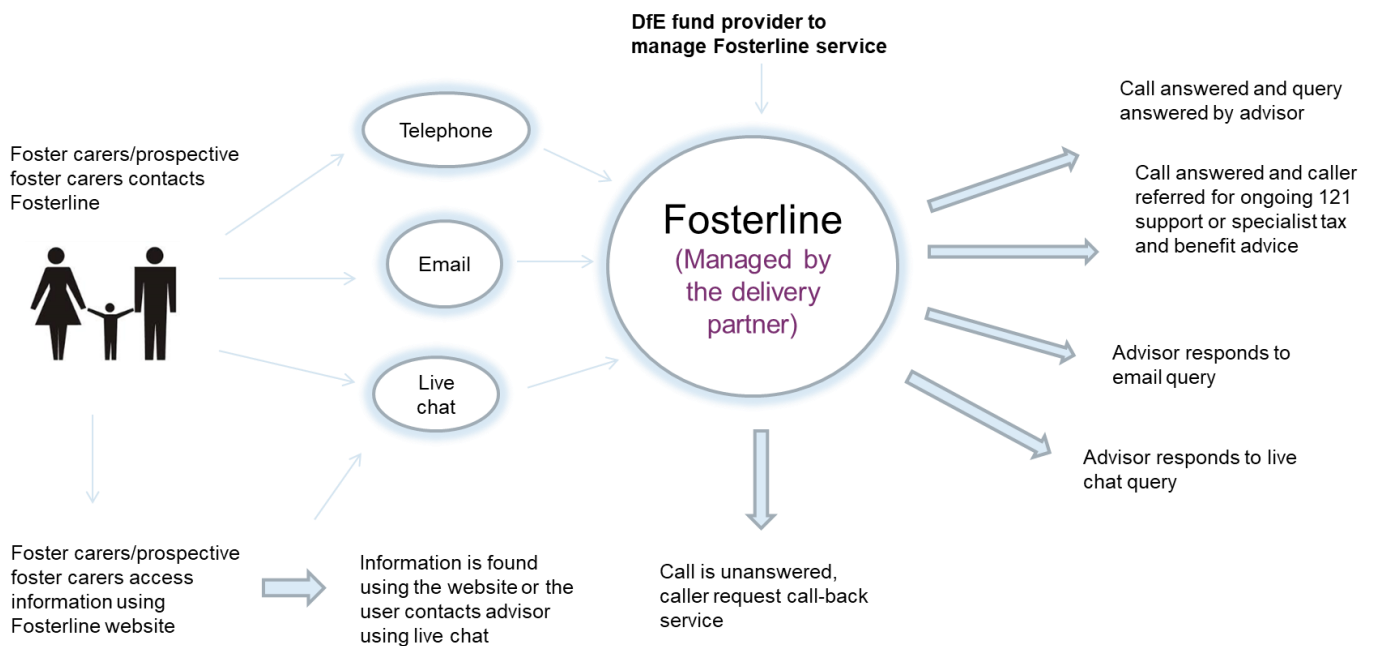
User Journey

Current/prospective foster carer contacts Fosterline by telephone/email/live chat. This results in one of the following:

- Call answered and query answered by suitably qualified and experienced advisor
- Call answered and caller referred to the 1-2-1 service for ongoing support or specialist tax and benefit advice
- Advisor responds to email query
- Advisor responds to live chat query
- Call is unanswered; caller requests call-back service

OR current/prospective foster carer access information on Fosterline website. This results in the following:

- Information is found using the website or the user contacts an advisor using live chat
- User uses Live Chat: this results in details outlined above



End of document.