

ANCHOR FOSTER CARE SERVICES LTD

STATEMENT OF PURPOSE

2012

Providing Safety, Stability and Hope

KENT: 1a Beresford Road | Gillingham | Kent | ME7 4ES | Tel: 01634 283140 | Fax: 01634 301557 ////////////// LONDON: 9 Gunnery House | 9 Gunnery Terrace
Royal Arsenal | SE18 6SW | Tel: 0208 301 8654 ////////////// Web: www.anchorfostercare.co.uk | Email: info@anchorfostercare.co.uk

Statement of Purpose (Revised October 2011)

This Statement of Purpose by Anchor Foster Care Services has been prepared with most headings listed in the 2002 Department of Health National Minimum Standards for Fostering Services (Standard 1, paragraph 1.4), and revised to reflect the Fostering services Regulations and standards 2011. Anchor also has a series of Children's Guides which provide location specific information for children placed with its foster carers in an age-appropriate format. This statement of purpose is updated periodically to reflect significant developments or changes in the service provided.

1. Aims, Objectives and principles

Anchor Foster Care Services is a non-profit company limited by guarantee.

Aim

Our aim is to provide safety, stability, and safety for looked after children and young people placed with our foster families. We believe this is the basis for achieving positive outcomes for young people, building their confidence and capacity to meet the challenges of adult life. Stability and progress within placements is achieved through an expanding range of child-centred services, including specialist support to support carers and children with deafness and other physical disabilities as well as offering specialist parent and child placements.

Objectives

In relation to placements Anchor aims:-

- a)** To provide distressed and damaged children with a positive, safe and nurturing experience of substitute parental care.
- b)** To work as far as possible with a manageable number of local authorities and education authorities in order to make meaningful partnerships in the best interests of children.
- c)** To minimise discontinuities in the lives of vulnerable children and young people including the premature ending or disruption of placements.
- d)** To contribute to meeting the needs of children and young people who have previously been cared for by Anchor' families (within the current policy framework),
- e)** To recruit foster carers who have the potential to develop their fostering knowledge and skills to the highest standards,
- f)** To provide carers with the support and training necessary for their continuing development, with the aim of empowering them to manage a wide range of complex and challenging behaviour so that vulnerable children feel secure and develop their potential.

g) To offer foster carers a robust package of professional support and financial remuneration, in order to protect the choice of placements for children.

Guiding Principles:

Anchor foster carers are regarded as valuable co-professionals within the wider fostering team. Based on research findings, we consider effective support to carers as crucial to our retention rates.

Anchor endorses the view expressed in the Children Act 1989 and the UN Convention on the Rights of the Child that children are generally best looked after within the family with both parents playing a full part in their upbringing. However, due to difficult family circumstances this is not always possible. For over 50,000 children and young people living in foster care in the UK, fostering can be an important source of temporary care that relieves the stress on birth families and promotes family unity. Whenever it is considered to be in the child's best interests, Anchor Foster Care Services will work positively with all other agencies and the placing Local Authority to return the child to her/his own parent/family.

In cases where some form of longer-term foster care has been agreed upon as in the best interests of the child or young person, Anchor will work in partnership with birth families in a non-judgemental, respectful way. Training programmes for our foster carers will also emphasise the importance of working in partnership with birth families and how to promote contact for the child.

At all times Anchor will positively embrace each individual child's heritage. Our value base is that all people, children and adults alike, are individuals who are to be respected and treated as equals, whatever their circumstances or difficulties.

We recognise that it is important for children to know as much as possible about their background and family. Foster carers are expected to be able to share this with the child as she/he grows and develops.

Our paramount concern is for the welfare of every child placed with our carers. Anchor is aware of the poor statistical outcomes for looked after children. Therefore, children and young people placed with us can expect to have their disadvantages acknowledged, efforts made by foster carers and our agency to ensure that issues of social inclusion are addressed, and that they will be supported to achieve positive outcomes in education and post school programmes and to form positive relationships with their peers and adults.

Additionally, foster children can expect the following to be given due attention:

- Live in a foster home, which is safe, healthy, nurturing and enabling,
- That contact between each child and their families and friends will be encouraged as set out in the care plan and agreement.
- Healthcare which meets his/her needs and age appropriate information to facilitate informed participation in decision making around his/her health needs.
- That her/his views, wishes, feelings will be actively sought and considered by all Anchor personnel.
- That she/he will be informed of their right to make a complaint and representation on the quality of care they receive, what procedures they should follow (i.e. the how to complain leaflet) and what support (including name of advocacy organisation) they can access to pursue their complaints or representation.
- That she/he will be cared for by foster carers who will respect and recognise and address her/his needs in terms of beliefs, culture, religion, language, sexuality and disabilities.

- During the transitional period of leaving care she/he can expect to be helped to develop the necessary skills, competence and knowledge necessary for adult life through a planned 16+ provision.
- That relevant agencies and adults will work in partnership to reach decisions and provide services geared to her/his best interests (in the short, medium and long term).

One of the central life tasks for many foster children is to integrate their past with their present so that they can move into the future with a positive understanding of who they are, and why they were unable to remain with their family. For this to be achieved, Anchor focuses on recruiting foster families who:

- Share attitudes that are open and flexible, rather than holding closed and rigid ones.
- Can face sadness and loss and are not embarrassed or threatened to talk about the feelings involved.
- Can put the needs of children first and do not feel undermined by important past relationships in the child's life.
- Are able to look honestly at themselves and acknowledge their strengths and limitations.
- Do not expect to do it in isolation but are able to ask, use and welcome help as and when needed.

Foster carers will be expected and supported to work positively towards a plan for rehabilitation and also to undertake life story work where appropriate. In the case of carers preparing children for permanency or adoption they will be expected to work sensitively with natural parents, assist foster children to move on positively and work appropriately with all professionals involved.

Anchor sees its relationship with Local Authorities as a partnership to achieve the best possible outcome in relation to each set of circumstances. We therefore endeavour to operate a transparent service to contracting Local Authorities based on the principles of best value and open dialogue. We aim for an open door policy whereby Local Authorities can feel free to inspect our organisation at any time within the context of existing service agreements. We also fully support the aims of inspection through OFSTED.

2. Agency Standards

Anchor, through its carers and staff, is keen to progressively maintain and improve its' standards. It is committed to implementing the recently formulated Fostering Services National Minimum Standards and regulations 2011.

The Anchor Foster Carer Handbook is currently being revised to reflect the latest standards. In prioritising areas of service development, Anchor is guided by advice from its consultants, stakeholders and the OFSTED inspection process; always holding fast to the principle of acting in the best interests of children placed with its foster carers.

2.1 Standards for Anchor Foster Carers

Anchor also has specific standards for Carers which are detailed in its Foster Carer Handbook. Anchor's original task description of a foster carer, including the competencies required for fostering was taken directly from the Fostering Network Code of Good Practice on the recruitment, assessment, approval, training, management and support of foster carers. This has been revised in line with the new national standards, the

rising expectations regarding the professional role of foster carers and the increasingly specialised nature of fostering.

2.2 Standards for Anchor staff

All Anchor staff are required to be conversant with the 2011 Fostering Services National Minimum Standards and regulations. They are guided by Anchor's own standards and procedures as set out in its Foster Carer Handbook and related policies, procedures and guidance for carers and staff, including the Supervising Social Workers Guidelines introduced in 2009. We identify and recruit foster carers who agree and are willing to comply and work within the 2011 Fostering Services National Minimum Standards, in line with the UN Convention on the rights of the child and current UK childcare legislation. All staff working with Anchor are expected to support and actively contribute to the following aims:

- Promote a child's return to his/her own family whenever this is in their best interest and in line with the individual child/young person's care plan.
- Give absolute priority to the individual needs of the child in determining whether or not a placement with Anchor is appropriate.
- Value diversity by aiming to recruit and retain a wide range of carers to meet every child's needs.
- Develop a service, which has respect for and recognises the importance of the ethnic origin, cultural background, religion and language of children, young people, their families and foster carers.
- Ensure that due consideration is given to the gender, sexuality and disability of young people prior to any placement being made with Anchor.
- Value continuity in the lives of children and young people; supporting and encouraging carers to enable looked after children to maintain their identity pursue their education and develop family contacts and friendships, as set out in care plans.
- Promote effective partnerships between all key parties to ensure that all planning and work is in the best interests of the child who is fostered.
- Attach a high level of importance upon professional development, to enable carers and employees in their various roles to best meet the needs of each foster child. Anchor will aim to promote continuity and consistency in training, support and provision of information for its foster carers, social workers and other key staff to meet each individual's professional development aims.
- Value and respect foster carers as important members of the professional fostering team, recognising their valued input in the increasingly complex task of fostering.
- Treat and assess each child as an individual, providing an overall package to Local Authorities, which includes therapeutic input, home tuition, mentoring, life skills, confidence building and social activities to children whenever appropriate.

3. Services provided

Anchor provides foster family placements to support children and young people damaged by their backgrounds through the transition to adulthood.

Placements Available from Anchor Foster Care Services

Taking into account the Fostering Services Statutory Guidance 2011, the Care Planning and Placement Regulations Vol 2, 2010 and the requirements of placing local authorities, Anchor Foster Care Services has adopted the following terminology for the classification of placements:-

Respite and short-term

We aim to work with a number of carers who are prepared to provide placements on a "respite" basis. This could be to support a birth family in need of help, or to support to a foster family who have a particularly difficult placement, or who face unforeseen circumstances (e.g. sudden illness of a family member or other crisis) which makes such an arrangement beneficial to a foster child/children under their care.

Bridging Placements

These form part of an intermediate term plan for the child and can last for up to two years. Anchor foster carers undertaking bridging placements will be expected to be competent to work with children in preparation for adoption, hold the child whilst waiting court decisions and work at plans for independence. Bridging placements may also involve working towards rehabilitation with the family. We endeavour to inform our carers that bridging placements can be very stressful and unsettling for children, and we therefore expect carers to demonstrate special understanding.

Long Term Placements For those children requiring long term fostering alongside permanency with substitute family carers. This currently occupies a significant part of our fostering resource and is expected to continue to be so.

Assessment Placements

Subject to availability, Anchor is able to provide assessment placements for up to three months for children. The assessment, carried out by appropriate professionals, will include an in-depth examination of children's physical, emotional and educational needs. Attention will be paid to the child's attachment, behaviours, age and stage of development. At the end of the assessment the outcome will be typed up in the form of a report for Social Services. Midway through the assessment, all those involved will meet to discuss progress. A further multi-disciplinary meeting may be convened at the end of the assessment process.

Parent and Child Placements

Anchor aims to provide suitable parent and child placements. Support, observation and assessment work can be carried out on behalf of the Local Authority. If required, qualified staff can prepare court reports and statements. A number of our Foster Carers have received specialist training in relation to this.

Unaccompanied Minors

Anchor aims to provide foster families for unaccompanied minors who find themselves displaced. These will also be subject to availability.

Disability Packages

Anchor is developing its service to be able to undertake additional placements for children and young people who may have a range of complex needs or disabilities. A significant number of our carers have already undergone training on British Sign Language, Paediatric First Aid and Basic Oxygen Training. Two of our

carers are severely hearing impaired and very experienced in caring for and working with profoundly deaf children and young people and hold formal qualifications in this work.

Support services to foster carers

Our understanding about foster carers' support requirements centres on the needs that foster carers have conveyed to our staff. Its carers' support needs are met through:

- 24-hour telephone support and backup from agency staff
- Regular support through visits and telephone contact,
- Prompt payment of fostering allowances and fees and advice on tax issues.
- 25 days paid respite.
- Assistance in dealing with other relevant services such as education, health and out of school activities as part of the corporate parent role (including liaison with schools and therapists).
- 6 sessions of therapy or alternative therapeutic inputs which can be used for an assessment if requested. Additional therapy is arranged by negotiation.
- A dedicated children's worker to liaise with schools, undertake direct work with children and meet children who have absconded in line with the missing from care guidelines.
- Help with solving problems in placements such as finance, equipment, transport and escort in cases where carers are unable to drive themselves.
- Assisting carers in addressing behavioural situations relating to their foster child by the provision of support, information and the required practical help to enable the carer to work effectively.
- Regular support to carers' birth children and provision of a children's forum.
- Membership of Fostering Network which includes insurance cover to all foster carers
- Facilitating social networks and social events between carers.
- A school holiday activity programme, including at least one 5 day residential break for looked after and birth children each year, Children's Forums, Christmas Pantomime & meal.
- Promoting liaison with the child's named Social Worker who is the key worker with overall case management and responsibility.
- Assistance with preparation of children for independent living including Independence Assessment.
- Life Story work.

Other Services offered by Anchor

Therapeutic Services

Anchor recognises that each child is an individual whose needs are unique. We also believe that to best meet these individual needs it is important to access a variety of services. With this in mind, we will contract out relevant specialist services for specific children when they are needed in agreement with the Local Authority. We have established links with psychotherapists, counsellors, mentors and other appropriate adults who have been CRB checked and vetted. The agency management receives therapeutic supervision, and holds regular professional meetings facilitated by a psycho-therapist which focus on clinical case management and social work practice.

Education

Anchor is committed to enabling children to attend mainstream school and/or local special needs units. When children are statemented, foster carers will be encouraged to promote positive liaison with schools. In some cases, it may be possible to provide one-to-one support from Anchor sessional workers to enable a child to remain in school whilst the statementing process is underway.

Foster carers will be encouraged to promote positive liaison with schools at all times. However, if a child is excluded from school or cannot attend for whatever reason, in liaison with the placing authority Anchor will source educational support. Taking into account the capacity of each child, the normal protocol would be to consult with the school regarding setting up an Out of School support package which could include individual tutoring and a range of broad and balanced curriculum of activities, to occupy the child/young person during school hours and meet the requirements of his/her individual education plan. Anchor is a registered provider of ASDAN (Award Scheme Development and Accreditation Network) which can also be incorporated into any support packages.

Contact Services

Anchor have in-house fully vetted, CRB checked, and experienced contact supervisors to facilitate supervised contact if required. Anchor has its own contact centre and facilities with trained staff who can also undertake assessments on request. Individual placement needs regarding contact are negotiated between the Local Authority and Anchor, usually at the point of admission.

Mentoring, day care and school holiday programmes

Anchor has a policy that all children from primary age upwards have access to a source of independent advice and support as needed. Anchor has options for Out of School support, catering for the needs of young people who are temporarily excluded from school. During the main school holidays there are events and holiday breaks, including a one week residential activity break which are organised for both the looked after and birth children of foster carers.

4. Anchors' Status and Constitution

Anchor Foster Care Services is a not for profit company limited by guarantee. A copy of the articles of association is available for inspection upon request.

5. Management and Responsibility

Overall management and administration

Alistair Sutherland, one of three company directors, is the registered Service Provider. This role covers oversight of strategic planning and service development, procedures for complaints, discipline and appeals and oversight of the fostering panel.

Florence Sutherland, a company director, has resumed the position of Fostering Manager recently because the previous fostering manager moved on. She supervises the deputy fostering manager and senior practitioners (see chart attached). The Fostering Manager also ensures that the Agency keeps abreast of relevant issues in foster care as well as seeking legal advice to ensure the agency is updated on the implications of recent legislation. Florence also leads the development of Anchors fostering service which is increasingly guided by therapeutic principles so that children and young people adjusting from residential care or multiple fostering placement breakdowns can be settled into stable foster placements.

Farayi Chinyemba is the third company director and heads the Finance, IT, and the Personnel and business operations. He oversees the setting up of financial systems and the keeping and managing of financial records. He is the lead person in procurement, the development of all data bases, business sustainability plans, staff recruitment and appraisal, and office security. He is also responsible for full compliance with legislation and regulations governing finance, equal opportunities and employment.

Jerry Roberts is the Agency Decision Maker, and as such monitors all Form F assessments and annual reviews, approves foster carer registration, advises on all important decisions including de-registrations, staff recruitment and placement disruptions. He also provides regular supervision to the registered provider.

Bridget Thornby has extensive residential care and management experience (including registered fostering manager) and she manages the recruitment and placements team. She liaises with local authorities around placements, liaises with relevant LADOs and also oversees the agencies contact service and carer welfare programme.

Sandra Heera, a Senior Practitioner, supervises social workers with foster carers in London and Milton Keynes and has a caseload of carers in SE London and North Kent. She sits on the agency panel and provides strategic input into the development of social work systems and practice issues.

Liz Archibald is another qualified social worker. She undertakes direct work with children, manages Anchor's Children's Activity programme and has a caseload of foster carers to supervise.

Maggie Keane, a qualified teacher and social worker, supervises foster carers in the Milton Keynes, North London and Essex area, and currently coordinates the agencies carer training programme.

Doreen Keane is the Placements Administrator and acts as the first point of contact for all referrals. She also attends to Anchor's staff and carer welfare programme.

Lorna Triggs is the Office Records Administrator and handles all office files and records and administration issues relating to staff recruitment etc.

Debbie Oliver is the Panel Administrator and also handles the administration of contact and office duties relating to carer recruitment and transport coordination.

Jean Southerton is the fostering administrator and oversees all statutory checks, annual reviews and other office duties, including panel minutes.

Anchor also engages the services of selected independent social workers who supervise foster carers and also undertake form F assessments and act as independent reviewing social workers who report to the Fostering Manager (see Annex 2 agency staff list). In addition a range of other experienced professionals provide inputs into management of the fostering service on a consultancy basis, including legal advice (Pauline Robertson), financial advice (William Giles and Co), panel advice and team dynamics (Jane Nixon), therapy (Sasha Rosen, Colm O'hanarahan, Beverly Hodson, Howard Grassow), family and children counselling (Judy Jeffries), and training of foster carers and staff (Steve Goodburn, Neil McCarthy and Judy Jeffries),

The job descriptions and terms of reference for core staff are designed to make the best of their specific skills and experience. Management of non-emergency aspects of the service is through a team approach and building on the existing competencies within the team. Anchor aims to hold regular office staff team meetings to solve problems, discuss issues arising, plan activities and ensure effective communication and continuity of action and purpose.

Foster carers, foster children, staff, and the child's social worker are advised that any issues of concern in placements should be immediately brought to the fostering managers' attention.

All sessional staff recruited by Anchor will be CRB checked and receive monthly supervision from a qualified, experienced Social Worker. All Anchors' staff receive an annual appraisal.

Arrangements for Supervision of the Fostering Task

In line with the UK national standards of foster care, Anchor ensures that each foster carer has the right to be supervised by a named qualified social worker. Each carer will be visited, at least once a month by the Anchor social worker while a child is placed. In accordance with statutory provision, they will receive at least one unannounced visit per year. Anchor has developed a pro forma for these supervisory visits which is based around measuring foster care practice against the five Every Child Matters outcomes.

Supervising Social Workers (SSW)

Anchor SSWs are managers of the fostering resource, and as such the supervisors of foster carers.

We feel it is essential that the roles and responsibilities of the SSW are clear to carers. The Fostering Network state in their standards document that:

“It should be understood at the outset that the Supervising Social Worker’s first responsibility is to the child (ren) in placement, even though they do not have case management responsibility for the child (ren).”

Anchor strives to strike and maintain the right balance between providing good support to its carers whilst ensuring the needs and welfare of the child in placement are met at all times.

The SSW also ensures that the foster carer is informed in writing, accepts, understands and operates within all the standards, policies and guidance agreed by Anchor for the care of children placed in our day-to-day care.

Relationship between Supervising Social Worker and Child’s Social Worker

Anchor fully acknowledges that the child’s social worker holds overall case management responsibility and promotes good communication between the supervising social worker and the child’s social worker.

In compliance with the Fostering Network code of practice for foster carers, all relevant reports and information are expected to be shared with the Anchor supervising social worker. There should be regular joint visits to the carers, the first being to draw up the placement agreement followed by regular visits during the placement. The meetings should take forward the work identified in the childcare plan and continuously monitor progress.

Foster Carers Annual Review.

All Anchor foster carers undergo an annual review, in order to satisfy the agency and the Local Authority as to the continuing capacity of the carer to carry out the fostering task. It also provides an opportunity to make any necessary amendments to each carer’s registration.

All annual reviews for foster carers are chaired by an appropriate third party using an independent reviewer (not the supervising social worker or fostering manager) who can form an independent judgement and is knowledgeable about foster care. Generally the Anchor Foster Family annual review is conducted in the following way:

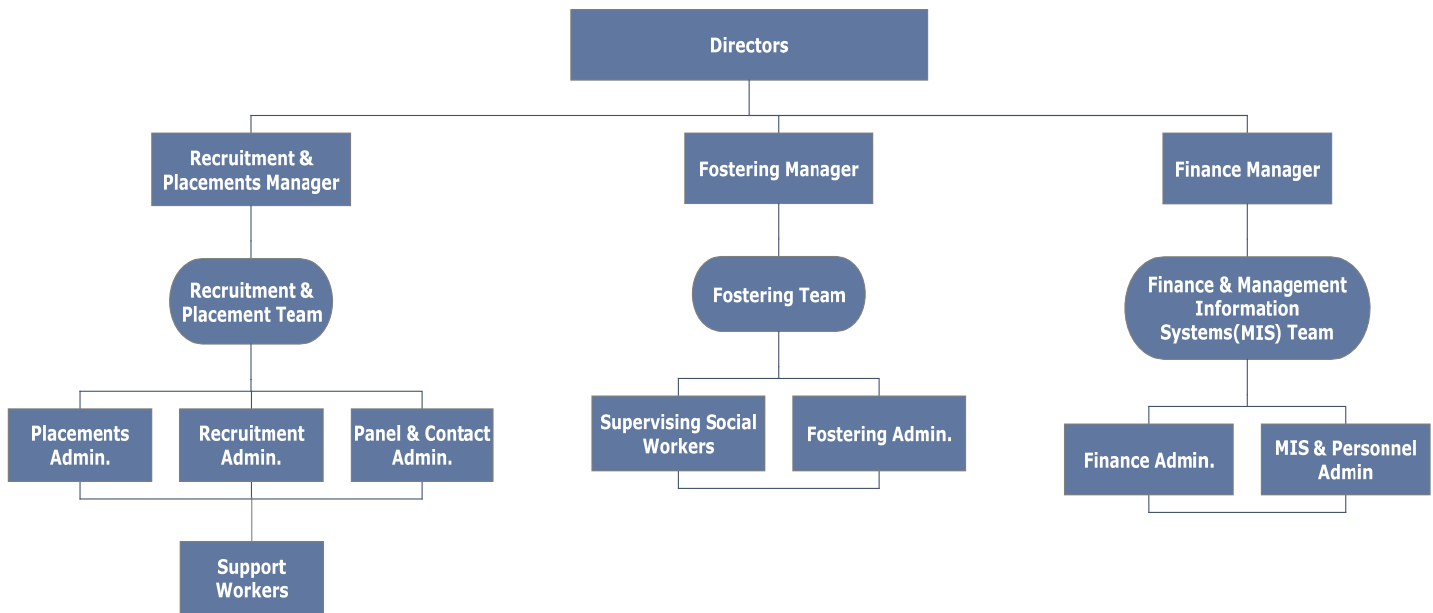
- A self-assessment of annual performance is undertaken by the foster carer with support from their SSW,
- The SSW comments on and adds to the self-assessment review

- The reviewing social worker visits the carer with the SSW and reviews the annual performance of the carer and recommends a range of approval,
- The report incorporates the written views of placing Social workers since the carer's last review.
- It consults with foster children, carers' own birth children, parents and/or any other household members.
- The report includes identified training and support needs for the carer.
- Recommendations are made regarding the continued approval of carers and numbers and ages of children for whom they/she/he is approved.
- All statutory checks are repeated at least once every three years.
- In the case of first reviews, reviews recommending variation of approval, and at the third annual review, the review is presented to the fostering panel to make a recommendation, and for it to be endorsed (or otherwise) by the agency decision maker. Other annual reviews are considered by an "internal panel" comprised of the fostering manager working with the registered provider, the agency decision maker and any other relevant individuals.
- The carer receives written notification of the outcome of the review and feedback on their performance during the year in question.
- The report of the review meeting and its outcome is recorded on the Anchor carer's file, along with any relevant comments or objections from the carers.

The annual review report is forwarded to relevant placing Local Authorities.

6. Communication and Reporting

Communication and reporting lines between staff are indicated in the Chart below.



7. Agency Carers

As a growing agency, Anchor’s focus remains on mobilising a network of human resources with which to recruit, assess, train and support a network of committed foster carers. We set a modest target for foster placements by December 2011 of 40 placements and over 30 approved foster carers. As at 1st June 2011 we had 29 foster placements and 30 registered main carers (3 of whom were “resting”) This modest growth has enabled us to focus on training and capacity building of existing and new carers to better equip them for the more challenging placements they are likely to get in the future. We continue the search for carers interested in working with teenagers, parent and child placements, children and young people with challenging behaviour and/or physical disabilities and those from refugee backgrounds.

In the medium term we aim to ensure access to an even more diverse range of foster families who can match the various needs of the children and young people for whom placements are needed. Anchor seeks to offer placements to children from a diversity of ethnic and cultural backgrounds, subscribing to the principle that children are best placed with carers of the same ethnic and cultural origin (this includes the recognition of cultural communities forming around disabilities such as deafness). This may not always be possible and we believe that on occasions the most pressing and specific needs of a child might be best met by carers with special skills but who happen to have different ethnic or cultural origins to the child. The main criterion used will be what is in the best interests of the child. In this we also acknowledge the difference between planning for the longer term and bridging to enable longer term matching.

8. Number of Children Placed

Information is available on request.

9. Changes of placement

Information is available on request.

10. Complaints

The agency complaints and representations procedure is outlined in the Anchor Carer Handbook. Information is available on request.

11. Financial Position

Anchor has been able to pay promptly for all services provided, and as such has not experienced any significant cash flow constraints since its inception. All independent workers have been paid on time. Further Information is available on request.

12. Recruitment and approval of Foster Carers

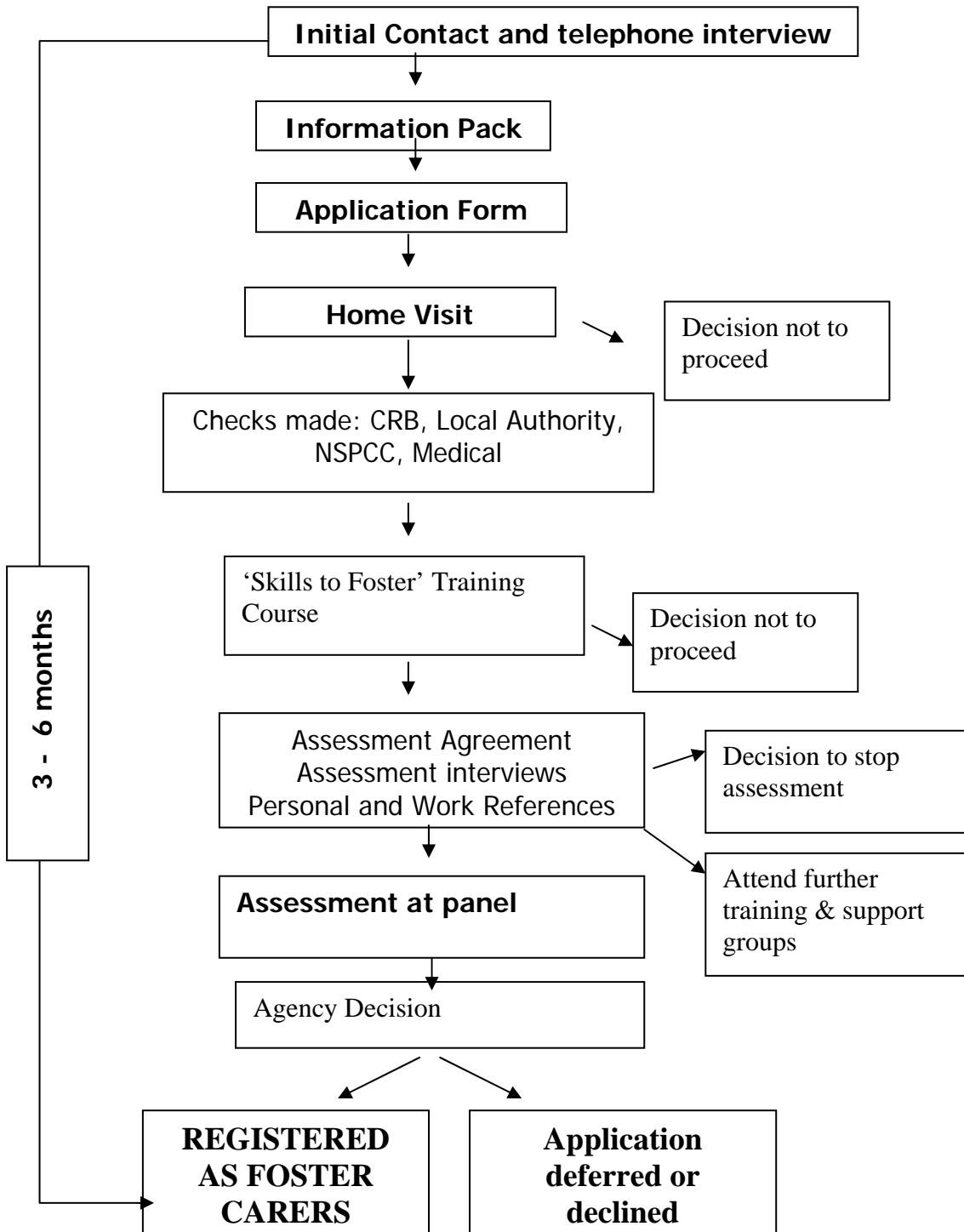
In accordance with the Foster Placement (Children) Regulations 1991, when working with such a vulnerable client group, it is important that those involved are properly assessed and supported. Therefore the following will be included in the process of approving carers using the BAAF Form F: What is described below relates to foster carers who will be put forward to provide standard fostering placements.

For foster carers who will be providing more specialist provision (e.g. disabilities placements, placements of a therapeutic nature, unaccompanied minors and assisting young people towards independence additional specialist preparation will be provided prior to approval and subsequent placement of children or young people).

- An Anchor assessing social worker will visit applicants in their household and explain the assessment requirements and how the assessment will be carried out. They will gather basic information, answer any questions, and compile an initial visit report.
- Applicants (both adults within a household) will be required to attend training sessions arranged by Anchor. The Skills to Foster Course is part of the assessment process.
- Anchor will require signed authorisation for statutory checks which include enhanced CRB checks, Local Authority checks, and NSPCC checks on all adults in the household.
- Medical checks from G.P.s will be required on a BAAF Form Adult 1.
- Names of six referees will be required and the assigned Anchor assessing social worker will visit at least two of them in order to discuss, confidentially, the applicant's suitability. Previous partners or spouses of applicants will also be interviewed wherever this is possible. Employment references will be taken and if the applicants have children in schools, references will be obtained from schools. If either applicant has worked with children or vulnerable adults in the past, references will be sought from previous employers or registering bodies (e.g. in the case of child-minders).
- All applicants will be assessed during a series of home visits and interviews. Couples applying to foster jointly will be interviewed both together and separately. Birth children in the family and any other adults in the household will be interviewed separately. They will be encouraged to compile a portfolio to address core competences which will be seen by the panel.
- The BAAF Form F will be completed for submission to the Anchor Panel which is chaired by an independent person of excellent standing and repute.

- All this will be done to safeguard the welfare of the children. All documents, including CRB reference details, will be kept by Anchor in each foster carer's individual file.
- Figure 1 below summarises the main steps involved in foster carer approval.

Figure 1: Anchor Foster Care Services Assessment Process



Appendix 1 - List of Anchor Staff and Independent Workers

Name	Responsibility	Hours week	Qualifications	Date Started
Alistair Sutherland	Director-Registered Provider and Services Manager	20	Ph D, Dip SW	January 2002
Florence Sutherland	Director-Fostering and Acting Fostering Manager	37.5	Dip SW Dip Management. Degree Health & Social Care	January 2002
Farayi Chinyemba	Business, Personnel and Finance Management	37.5	ACCA CAT	February 2002
Bridget Thornby	Head of Recruitment and Placements Team	37.5	Dip Management. NVQ level 4 Child care	October 2008
Jerry Roberts	Independent consultant- advice & decision-maker	Variable	Dip Advanced SW	Jan 2002
Sandra Heera	Senior Practitioner	22.5	CQSW Dip in Counselling	April 2006
Zammy Mirza	Senior Practitioner & training Coordinator	36	DipSW, Dip. applied Social Studies,CIM	August 2010
Elizabeth Archibald	Supervising Social Worker &Children's Activities Co-ord.	37.5	Degree Social Work, NVQ3 Child Care, CofHE Social Care	December 2004
Jonathan Deslandes	Supervising Social Worker	37.5	Masters Social Work, LCGI	August 2010
Brenda Sutherland-Chinyemba	Supervising Social Worker-Independent	Variable	DipSW	May 2009
Margaret Malama-Kean	Social Worker(Independent)-Carer Supervision & trainer	Variable	Degree Social Work, M Sc Health Education	October 2004
Viv Brown	Assessing and reviewing social worker - independent	Variable	Dip SW	Jan 2009
Janet Frances Beale	Social Worker- Independent	Variable	Dip SW	September 2005
Jean Sotherton	Panel Administrator	37.5	Pitmans (various)	October 2009
Doreen Keane	Placements Administrator	37.5	Pitmans (various)	January 2002
Debbie Oliver	Recruitment Administrator	37.5	Pitmans, NVQ Childcare	January 2010
Lorna Triggs	Records Administrator	30	Pitmans (various)	November 2005
Ashley Paradine	Finance Assistant	30	Pitmans (various)	January 2011
Stephanie Bird	Support Worker	30	GCSE(Various)	April 2010
Luke Archibald	Support Worker	30	GCSE(Various)	October 2011
Dr Sugina Hesketh	Medical consultant	Variable	MRCP FRCGP	August 2004