



Anchor Foster Care Statement of Purpose

Revised 30th December 2021

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Introduction

Welcome to this Statement of Purpose from Anchor Foster Care (Anchor). We have prepared this document to provide children, foster parents, Ofsted, local authorities and any other interested parties information about the agency and the services and facilities we provide.

Legal acts, guidelines and other material used to prepare this document

We have consulted the following, to guide the development of this Statement of Purpose and make them an integral part of the policies, processes and procedures we use in providing an ethical and caring service.

- Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, updated July 2018
- *Staying Put: Arrangements for care leavers aged 18 and above* to stay on with their former foster parents – DfE, DWP and HMRC Guidance (May 2013)
- The Fostering Services Regulations and Standards (2011)
- Fostering Services: National Minimum Standards (2011)
- Fostering Services Statutory Guidance (2011)
- Children Act 1989 Guidance and Regulations Volume 4 (2011)
- Care Planning and Placement Regulations (2010)
- Care Planning and Placement Regulations Vol. 2 (2010)
- The Fostering Network Code of Practice (2005)
- 'Every Child Matters' Outcomes (2003)
- Care Standards Act 2000
- The Children Act 1989 and 2004
- The UN Convention on the Rights of the Child (1989)
- Anchor Foster Care Supervising Social Workers Guidelines
- Guidelines of the relevant Local Authorities that we work with
- Care Planning and Fostering (Miscellaneous Amendments) (England) Regulations 2015
- Assessment and approval of foster parents: Amendments to the Children Act 1989 Guidance and Regulations Volume 4 (2013) The Care Standards Act 2000
- Working Together to Safeguard Children (2018)
- Equality Act (2010)

This Statement of Purpose is updated periodically to reflect significant developments or changes in the service we provide.

As the COVID-19 pandemic continues, we will continue to adjust service delivery to ensure best practice is sustained for our fostering families, children, staff and other stakeholders.

Who We Are – About Anchor and our Values

Anchor Foster Care Services is a well-established not-for-profit, family run independent fostering agency. Anchor has a Head Office in Medway, and hub bases with teams of staff and foster families operating in Kent, East Sussex, South London, Buckinghamshire, Hertfordshire and the Midlands.

At Anchor, we pride ourselves on our friendly family feel and the strong support we provide. Through our committed foster families, hardworking staff and other professionals we offer a child-centred fostering service with a family focus.

We value our foster families because we know that the most stable and positive experiences for children come from the skilful, patient and resilient work of our foster parents and the people who support them.

It is important to us that we recruit foster parents who share our vision of a child/young people centred service. In addition to this, we seek those whose main aims are to promote good outcomes for the children and young people in our care by working to provide a secure base that enables them to achieve and realise their potential.

Our Values

Anchor Foster Care values the importance of providing effective services that enhance the life chances and opportunities of children and young people placed in our care.

Our values are centred around our foster families. We aim to attract people from diverse backgrounds. This enables us to provide the best foster parents to achieve a positive experience for children and young people. We welcome foster parents from different ethnicities, abilities, and backgrounds.

Recruiting the right staff to recruit, train, support and monitor our foster parents is also vital to Anchor Values.

We believe that strong partnership working is key. Working with Local Authorities, birth parents (where permitted) and other relevant agencies is critical to ensure a comprehensive and effective approach to achieve our service provision.

We believe that children and young people should have a say in the service they receive. Our young people give feedback in a number of ways which include our child forums and our dedicated email address. In addition, they receive clear information in their welcome packs which tells them about feedback and complaints procedures. We encourage young people to call the office at any time they want to talk to someone.

Anchor agrees with the views of the Children Act 1989 and the UN Convention on the Rights of the Child (1989) that children are generally best looked after in their birth family where both parents play a full part in their upbringing. We know that due to difficult family circumstances this is not always possible.

- Over 50,000 children and young people are living in care in the UK. Fostering is a vital source of care that provides safety, stability and hope whilst enriching family life and unity.
- Our foster parents are vitally important, valued professionals in the fostering team. Research shows that effective support, training and respect for foster parents is critical in retaining our foster parents and building trust with staff and children.

- We respect and encourage each individual child's heritage. People, children and adults alike, are individuals who are to be respected and treated as equals, whatever their circumstances or difficulties.
- If it is in a child's best interests, we will always work with other agencies and Local Authorities to return the child to their own birth family.
- In some cases, long-term or other forms of permanent care may be in the best interest of the child. When this is the case, we work with birth parents and other agencies. We do this in a non-judgmental and respectful way. In addition, our training emphasises the importance of working with birth families and to promote positive contact for the child.
- We recognise the importance for a child to know as much as possible about their background and family. Foster parents are expected to share this with the child as they grow and develop. We also encourage them to do this through life story work in partnership with the Local Authorities.
- We have a person-centered approach which is at the centre of our service delivery. Child and foster parents remain at the centre of all we do. We respect and value all our children, foster parents, staff and all other professionals involved.

The welfare of every child placed with our foster parents is at the core of our principles. We know that often children placed in care do not fare as well as other children. Children placed with us can expect a positive experience of family life. They can also expect to have their disadvantages acknowledged. Anchor work with foster parents to help the young people in their care. This includes addressing a child's issues of social inclusion along with supporting them to achieve positive outcomes in education as well as post-school programmes and to form positive relationships with their peers.

Structure & Management

Supervision of the fostering service

Supervision of all aspects of our fostering service is guided by the National Minimum Standards for Fostering Services 2011 (including 2013 amendments), the Fostering Network Code of Practice, the Children Act 1989 Guidance and Regulations Volume 4 (2011), and the Care Planning, And Case Review and Fostering Services Regulations 2010 & 15 and Miscellaneous Amendments 2013.

We make sure that each foster parent has the right to be supervised by an allocated Social Worker. Each foster parent is visited monthly by an Anchor Social Worker. Additionally, foster parents will also receive at least one unannounced visit per year. We have developed a method and measurement for these supervisory visits which informs the annual review of foster parents which are based on measuring foster parent practice against their contribution to the agreed outcomes for the children in their care.

Supervising Social Workers (SSW)

Our Supervising Social Workers supervise and support the foster families. It is essential that the roles and responsibilities of the SSW are clear to foster parents. The Fostering Network state in their standards document that: *'It should be understood at the outset that the SSW's first responsibility is to the child in placement, even though they do not have case management responsibility for the child.'*

The SSW also ensures that the foster parent is informed in writing, that they accept, understand and apply all of the National Minimum Standards, aligned within policies and guidance agreed by us for the children placed in our care.

Relationship between SSWs and the child's Social Worker

We understand that the child's Social Worker holds overall case management responsibility, and we promote good communication between our SSW and the child's Social Worker. All relevant reports and information are expected to be shared with our SSW. There should also be regular joint visits to the foster parents, initially at the placement meeting, followed by regular visits during the placement. The meetings will be to monitor, discuss and progress the work identified in the child's Care Plan and update the Placement Plan as agreed.

Our Goal & Our Focus – Aims and Objectives

Our main aims are to provide **safety, stability** and **hope** for the children who our foster families look after and to provide **care, support** and **expertise** to our foster families, including 24-hour support. We achieve this through planning individualised care for the children placed with our foster parents based on the following outcome areas:

Safety

Children are safeguarded and are able to develop trusting relationships that help them feel **safe** and protected by those looking after them. We aim to achieve this through individualised placement planning which values a child centred approach.

Stability

To achieve stability, we understand that children need to be cared and provided for so that they have access to the services needed to address their **health** needs (physical and mental) helping them to **enjoy and achieve** while having access to education that is appropriate to their potential and learning style so that their self-esteem, personal development, and life opportunities can be enhanced.

Hope

Children are supported and enabled to: develop a positive self-image; acquire the skills and knowledge (as appropriate to their age and ability) to integrate socially; **contribute positively** to the lives of others, realise their all-round potential, and **achieve economic wellbeing** through preparation for independence aligned with their pathway plan.

Our Standards

We are committed to maintaining and improving our standards, both in terms of policies, processes and practices and through investing in and supporting our foster parents and staff. This includes monitoring our service to ensure that the Fostering Services National Minimum Standards are being applied and all relevant Regulations are complied with.

When prioritising how we develop services, we are guided by advice from our consultants, stakeholders and the Ofsted inspection process, based on our central principle of acting in the best interests of children placed in our care.

National Minimum Standards 2011 & Training, Support and Development Standard (TSDS) - Anchor foster parents and staff

All foster parents are required to complete TSDS within their first year of fostering.

All of Anchor's policies and procedures are in line with the National Minimum Standards (2011), the rising expectations regarding the professional role of foster parents and the increasingly specialised nature of fostering.

All of our foster parents and staff must understand and follow:

- The 2011 Fostering Services National Minimum Standards and Regulations including 2013 amendments,
- Related policies, procedures and guidance for foster parents and staff, including the Supervising Social Workers' Guidelines (introduced in 2009 and regularly revised),
- Standards that follow the UN Convention on the Rights of the Child (1989) and current UK childcare legislation.

Service Provision

We aim to recruit foster parents who are emotionally mature, with the potential to develop their fostering knowledge and skills to the highest standards, for the support of the children that they care for. Our assessment of foster families is underpinned by therapeutic principles and takes account of applicants' potential for reflection on their own upbringing and how it impacts on their approach to parenting, and their commitment to continual learning and personal development.

Such foster families will support foster children 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 birth family.

Foster parents will work positively towards a plan for rehabilitation and also to assist with life story work where appropriate. When foster parents are preparing children for permanent placement or adoption, they will be expected to have a sensitive approach with birth parents, assist foster children to move on positively and work appropriately with all professionals involved.

To achieve this, we recruit foster families who:

- Share attitudes that are open and flexible, rather than holding a closed, rigid, judgemental approach,
- Can face separation and loss and are not embarrassed to talk about the feelings involved in these difficult times,
- Can put the needs of the child first and do not feel undermined by important past relationships and events in the child's life,

- Are able to look honestly at themselves and acknowledge their strengths and limitations,
- Do not expect to foster in isolation but who are able to seek out, use and welcome help as and when it is needed.

How our foster families and staff support our aims

All foster families and staff working for and with us support and actively contribute to these aims:

- Promote a child's return to their birth family whenever this is in their best interest, in line with their Care Plan,
- Give absolute priority to the individual needs of the child in determining whether a placement with us is appropriate,
- Value diversity by recruiting and retaining a wide range of foster parents to meet every child's needs,
- Develop a service which has respect for and understands the importance of the ethnic origin, cultural background, religion and language of children, their families and foster parents,
- Ensure that a child's gender, sexuality, disability and other circumstances are properly considered before any placement and that we will be able to meet a child's specific needs as well as any needs that will occur during their placement,
- Value continuity in the lives of children, supporting and encouraging foster parents to enable the child to maintain their identity, pursue their education and develop family contacts and friendships, as set out in Care Plans. We will encourage continuity of placements through regular meetings,
- Promote effective partnerships between all interested parties to make sure that everything is in the best interests of the child who is fostered. We recognise and harness everyone's strengths, capacity, and abilities for the best outcomes for the child,
- Promote professional learning and development that helps foster parents and staff to meet the needs of each foster child. We promote continuity and consistency in, support and information for our foster parents, social workers, and key staff to meet each individual's professional development aims,
- Value, respect and reward foster parents as important members of the professional fostering team, recognising their essential input and skills in the increasingly complex and demanding task of fostering,
- Treat and assess each child as an individual, providing an overall Care Plan package to Local Authorities that includes therapeutic input, home tuition, mentoring, life skills, confidence building and social activities.

Foster parents, children, staff, and the Local Authority social worker are advised that any issues of concern in placements should be immediately brought to the attention of the Fostering Manager.

How we support our Foster Families

- Provide school holiday activity programmes, for fostered and birth children to give foster parents a break from childcare. Plus, Children's Forums and Christmas activities.
- Provide 6 sessions of therapy or alternative therapeutic input for children if needed. Further therapy can be agreed.
- Provide regular emotional support to the foster parent's birth children and provision of Children's Forums and summer activities,

- Provide a generous allowance of 25 days paid respite for foster parents per year, (we do not support respite if this is not in the best interests of the child placed and an extra payment is paid to foster parents who do not use their respite allowance),
- Provide continuing development, empowering foster parents to manage a wide range of complex and challenging behaviours to help vulnerable children feel secure through Therapeutic Crisis Intervention for Families (TCIF) training. This model provides a framework and flexible toolkit for their work,
- Provide a comprehensive mandatory and bespoke learning and development package to address children's individual needs through their personal development plans (PDPs),
- Provide 24-hour telephone support through their Supervising Social Worker (SSW) and our Out of Hours (OOH) service with backup from a manager on call,
- Give regular support through visits, (weekly for the first 6 weeks, then monthly) and telephone contact daily if needed.
- Build social networks and offering social events for foster parents,
- Help with solving problems in placements such as finance, equipment, transport and escort when foster parents are unable to drive,
- Provide regular formal supervision by an allocated Supervising Social Worker in the implementation of each child's Placement Plan,
- Promptly pay fostering allowances and fees and provide access to advice on tax issues,
- Give membership for The Fostering Network including Legal Protection insurance cover for all foster families and membership of British Association for Adoption and Fostering (Coram BAAF) which also provides advice,
- Liaise with the child's Social Worker, who is the key worker with overall case management and responsibility,
- Assist in dealing with services including education, health, and Out of School activities as part of the delegated authority (including liaising with schools and therapists),
- Assist with preparing children for independent living, and assessment of skills,
- Support with Life Story work for children staying with foster parents over three months.

We support everyone in the extended Anchor family and acknowledge their personal situations. We send cards, flowers, chocolates, or gifts to all staff, foster parents and children celebrating birthdays, anniversaries or achievements, and make welfare visits if they are unwell or, facing challenges or loss.

Support for Children & Young People

Therapeutic Support –

We know that each child is an individual with unique needs that are best met through a variety of services. In order to support foster placements, we contract specialist services for specific children and their foster parents as agreed with the placing Local Authority. To support our foster families and staff to work with children in a therapeutically informed way, we provide learning and development opportunities underpinned by theories of attachment and resilience (Secure Base and Therapeutic Crisis Intervention). We have trusted relationships with psychotherapists, counsellors, mentors, and other appropriate adults who have been safely recruited and vetted. Our directors receive regular clinical supervision from a psychotherapist and the management team hold a number of regular

professional meetings with a focus on therapeutically informed case management and social work practice.

Educational Support -

We are committed to supporting children to attend mainstream schools or special needs units and other specialist provisions which are assessed as best meeting their needs. Our policy is that all children from primary age upwards should have access to educational support when needed, including advice relating to their education. We have a designated education champion with relevant education experience in providing support and advice. Our foster parents are required to promote positive relationships with the organisation providing the education. If a child is excluded from school or cannot attend for whatever reason, we will help to arrange alternative educational support. We will work with the school to help set up 'Out of School' support which might include engagement with virtual school, individual tutoring and support with activities to occupy the child during school hours and aimed at meeting some of requirements of their education plan.

Family Contact Support/Services -

We have safely recruited experienced contact supervisors who can facilitate supervised contact, with a report, if needed. We also have our own Contact Centre facilities to facilitate family contact. Individual needs regarding contact are discussed between Anchor and the responsible Local Authority, usually at the point of placement.

School Holiday Activities –

During the main school holidays and half-terms, there are Children's Forums and activities which include a foster family's birth children.

What children placed with us can expect -

To build safety, stability and hope children placed with us can expect:

- A foster home that is safe, healthy, nurturing, enabling and accepting where they will be respected and supported to achieve their best,
- To be cared for by a foster family linked to a wider team which has their needs and the stability of their foster placement at the centre,
- That contact with their families and friends will be encouraged as set out in the care plan and placement plan,
- Healthcare which meets their needs, together with age-appropriate information that allows the child to make informed decisions about their health,
- Support to access education appropriate to their potential and learning style so that their education effectively contributes to enhancing their self-esteem, personal development, and life opportunities,
- That their views, wishes and feelings will be understood, considered, and discussed by us. This will be through Children's Forums and activities, feedback forms and interviews during home visits, and annual survey,
- That they will understand their right to make a complaint on any aspect of the care that they require, what procedures they should follow and what internal and independent support they can use to pursue their complaints,

- That they will be cared for by foster families who will respect, recognise and support their needs in terms of beliefs, culture, heritage, religion, language, sexuality and disability,
- We will work with relevant agencies and adults to provide services that will promote their best interests in the short, medium, and long term,
- That during the transitional period of leaving care they can expect to be helped to develop the skills, competence, and knowledge necessary for adult life through a plan for a managed transition (e.g., a Pathway Plan) created by their designated worker, foster parent, themselves and other relevant parties. Our own workbook complements the Pathway Plan.

Recruitment, Assessment & Approval

Our procedures for the recruitment and assessment of foster parents accommodate the Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013, as further amended in 2015, which provides for a two-stage assessment process. This can be carried out concurrently.

The 2017 BAAF Form F format, with additional features including a matching profile, is used for the assessment of all prospective foster parents. We carry out a wide range of checks and references, in excess of statutory requirements.

We have 'Skills to Foster' the pre-approval preparatory course which is supplemented by additional courses on Child Protection, Role of the Foster Carer and Introduction to Therapeutic fostering before or shortly after approval. For new foster parents who will be providing more specialist or challenging placements we also provide additional specialist preparation including training for parent and child fostering.

Fostering Panels

Anchor has a central panel list with a wide range of expertise. Panels are selected to match the characteristics of our applicants and the content of each panel agenda. We have a robust process for agency decision making. Under the decision-making system, there are three decision makers to enable quality time for consideration of all information. All have extensive experience in the fostering sector as senior social work managers in childcare.

Foster Parents Annual Review

All of our foster parents have an annual review; this ensures that Anchor and the Local Authority can be confident in the foster parent's continued ability and capacity to carry out the fostering task. It also provides an opportunity to make any necessary changes to a foster parent's registration.

All annual reviews following the first review are chaired by an appropriate third party, using an independent reviewer (not the SSW or Fostering Manager) who can form an independent judgement and is knowledgeable about foster care. Generally, an annual review proceeds as follows:

- The SSW completes the bulk of the annual review report, based on their records and knowledge of the foster parent's performance during the previous year.

- The reviewing officer visits the foster parent with the SSW and reviews the annual performance of the foster parent and makes a recommendation regarding continuation of approval and any terms of approval. If there is a difficult relationship between the foster parent and their SSW, the reviewing officer may undertake the annual review meeting without the SSW present.

Matching & Placements

We provide foster family placements to support children from difficult family circumstances and backgrounds. We aim to work in partnership with placing local authorities in providing wide range of well-matched placements.

We offer two Placement Levels, standard and complex and a range of Placement Types to meet the differing needs of individual children and young people referred to us for a potential match with a foster family.

Our approach to supporting foster placements is increasingly being underpinned by therapeutic principles at all levels, and in particular we have embraced the TCIF model (Therapeutic Crisis Intervention for Families), and it is our aim that all our foster parents are trained within the first year of their fostering with us.

Levels of Placement

Our two levels of placement ensure that children and young people are appropriately placed with the right level of agency input to meet their needs, based on a full exchange and careful consideration of information during the matching process.

Standard Level Placements are offered to children and young people who have not been assessed as having significant complex and specialist needs and who are not in need of consistent and/or intensive intervention for longer periods of time.

Complex Level Placements are offered to children and young people who have complex and/or specialist needs, either existing or historical.

Types of Placements

Anchor has contracts with local authorities. This means we receive hundreds of 'Referrals' every week for children and young people to potentially match and place with our foster parents.

Our dedicated referral team know our foster parents well and use this detailed knowledge and experience to help ensure best matches. The right match reduces the number of times a child moves home which contributes to a much better future for the children in care. A 'Placement' is when a child is in care.

We use the following terms for classifying placements, as guided by the Fostering Services Statutory Guidance 2011, the Care Planning and Placement Regulations Vol. 2 (2010 updated in July 2015) and the requirements of responsible Local Authorities.

Short-term – for a continuous period of up to 2 years, providing care for days, weeks or months while the children’s long-term plans are being made.

Long-term and Permanence - placements for longer term until 18 years old, where other options such as special guardianship, child arrangement orders or adoption are not appropriate.

Staying Put –The young person no longer looked after (post 18 years old) remaining with their foster family until the age of 21 where they both so wish.

Respite - care provided for a few days or weeks to afford a child’s foster family, birth parents or guardian a break.

Emergency – For various reasons children can need care at very short notice for a few days or weeks.

Bridging – for a period of up to 2 years, provision of care focussed on facilitating a care transition usually to adoption or other permanent care arrangements.

Sole Placement - when a child needs to be placed alone and not alongside other looked after children in the same foster family home.

Unaccompanied Asylum-Seeking Children (UASC) - for children seeking asylum in the UK, but separated from their parents or guardian, who need care while their claim is processed.

Specialist Fostering –

- Disability fostering provision of care for children with significant physical disabilities, medical conditions or learning difficulties.
- Parent(s) and Child(ren). Provision of care, support and guidance to a parent because of their needs with their own child for period of normally up to 12 weeks to facilitate an assessment of their parenting skills and capacity.
- Step Down fostering – helping children to make a transition from residential home (institutional setting) to a family environment.

Objectives when Placing Children

Our aims when placing children are to:

- a. Place children with families that are fit to look after them. We have a robust recruitment, vetting, training and assessment process for prospective foster parents and families. We realise that while love for children is essential, this needs to be combined with foster parents having the right opportunities for learning and development, approach and skills. We will provide support and training to teach a comprehensive, clear framework and approach to assist foster families and staff.
- b. Keep children safe and help them develop the skills and ability to keep themselves safe. We recognise that safety extends beyond the physical and also encompasses the emotional, psychological and sexual areas of people’s personalities.

- c. Work closely with Local Authorities to ensure that children are safeguarded. We rigorously follow appropriate safeguarding processes, including regular training of foster families and staff.
- d. Provide distressed and vulnerable children with a positive, safe, nurturing and stable experience of substitute parental care. This will rebuild resilience, self-esteem, hope and a sense of acceptance and love.
- e. Minimise premature endings of placements for children, through working in partnership with the Local Authorities to provide a holding team around the child in a therapeutic way. We encourage a therapeutic approach and outlook among our management and staff, including clinical supervision with a qualified psychotherapist.
- f. Continue providing care and practical support where possible for children and young people who have previously been cared for by foster families (within the 'Staying Put' framework).
- g. Provide foster parents with support and facilitate their continued learning and development, empowering them to manage a wide range of complex and challenging behaviours so that vulnerable children feel secure. All members of the family are inspired to achieve to their highest ability, to rise above problems and to build hope.
- h. Offer foster parents a complete, practical selection of professional and financial support options, to protect the choice of placements and stability for children, young people and parent and child placements.

Learning and Development

Anchor aims to provide a broad range of learning activities, including group training for its foster parents and staff. The implementation of Anchor's Learning and Development strategy is focussing on broadening learning and development so that formal group training is complemented by a range of additional learning options underpinned by incentives and closer attention to providing higher quality and relevant learning experiences. The following are areas that Anchor is focusing on:

- Clear structured learning activities around the learning journey of foster parents.
- Therapeutic fostering training taking central place in group training.
- Fewer but higher quality group training activities which complement Therapeutic training and support therapeutic parenting.
- Strengthening pre-approval and first year training, including TSDS for new foster parents.
- Support Groups, facilitated by an experienced staff member of Anchor to encourage reflective practice.
- Increased foster parent training attendance by offering alternatives to group training.
- A focus and tailoring of foster parents Personal Development Plan (PDPs), to identify and meet individual learning and development needs.
- Monitoring the quality of learning and development activities design, delivery, and experience.
- Improving guidance and information on available learning and development activities.

Complaints & Compliments

The agency has a Complaints, Representations, Compliments and Comments Policy. A register is maintained of all verbal and written complaints received and the outcomes of each. Further information is available on request.

Developments

- As a growing agency, our focus is on recruiting and supporting a network of experts that can recruit, assess, train and support a network of committed foster parents,
- Modest growth since we were established has enabled us to focus on learning, development and building the capacity of existing and new foster parents to better equip them for the more challenging placements, they are likely to get in the future,
- We are committed to the development of our foster families' support, retention, learning and development with particular focus on increasing fostering capacity through building resilience and relevant skills to provide care informed and underpinned by TCIF therapeutic principles,
- We continue the search for foster parents including families interested in working with teenagers, therapeutic parenting, parent and child placements, larger sibling groups, children with challenging behaviour or physical disabilities, and those from asylum seeking minor backgrounds,
- Improvement of our IT systems and process aimed at gaining efficiencies has been one of our focuses over the last several years. It remains one of the main priorities for the future,
- A learning and development strategy aimed at making TCIF centrepiece of the way we deliver the service, has recently been developed. This includes a medium-term plan to embed TCIF and better align training to the learning and development journey of a foster parent.

Appendix A – Further Information

Anchor’s Status and Constitution

We are a not-for-profit company, limited by guarantee. A copy of our Articles of Association is available on request.

Financial Position

Anchor has been able to pay promptly for all services provided and has not experienced any significant cash flow constraints since its inception. Further information is available on request.

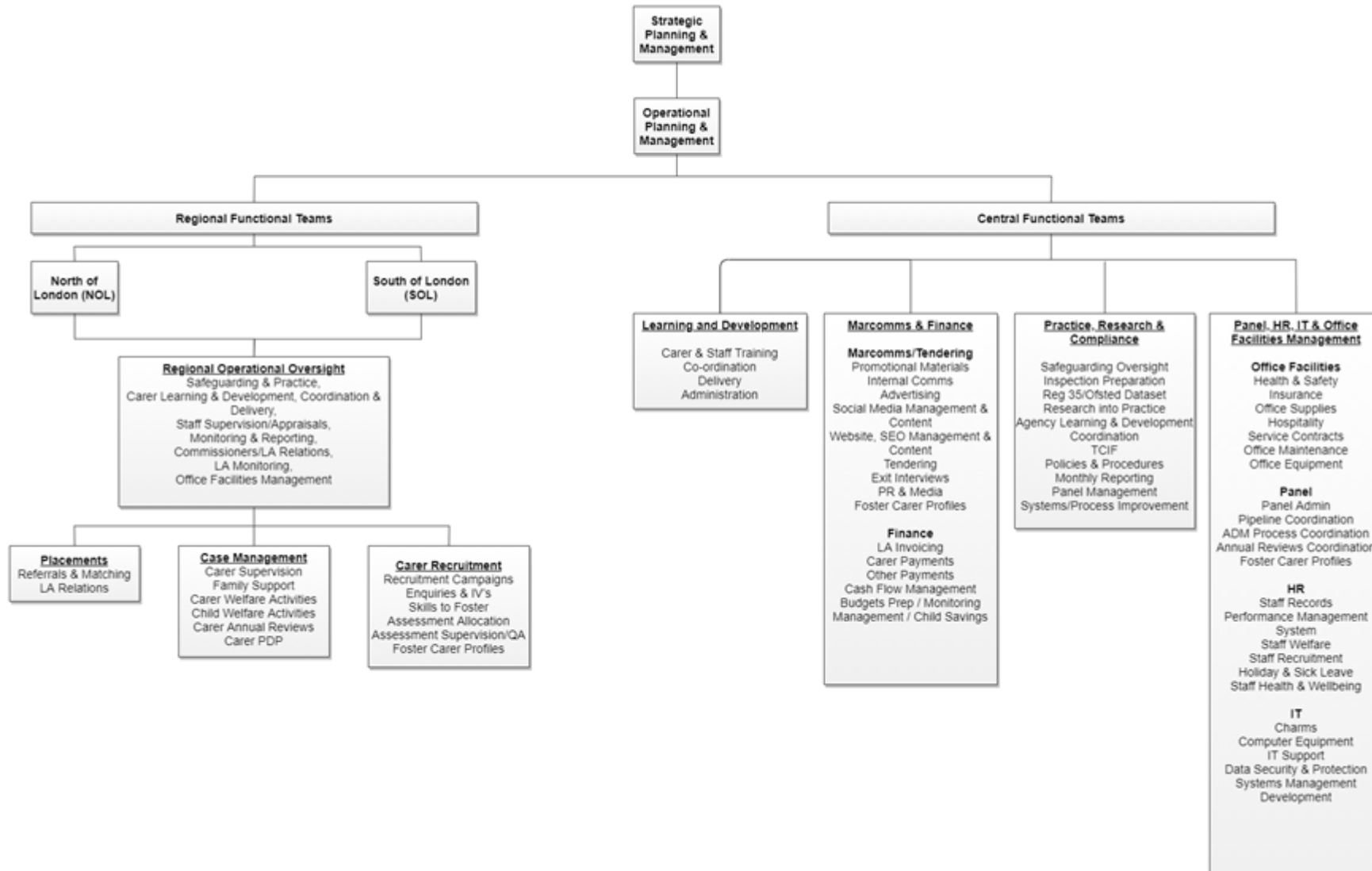
Local Authorities & Ofsted

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 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.

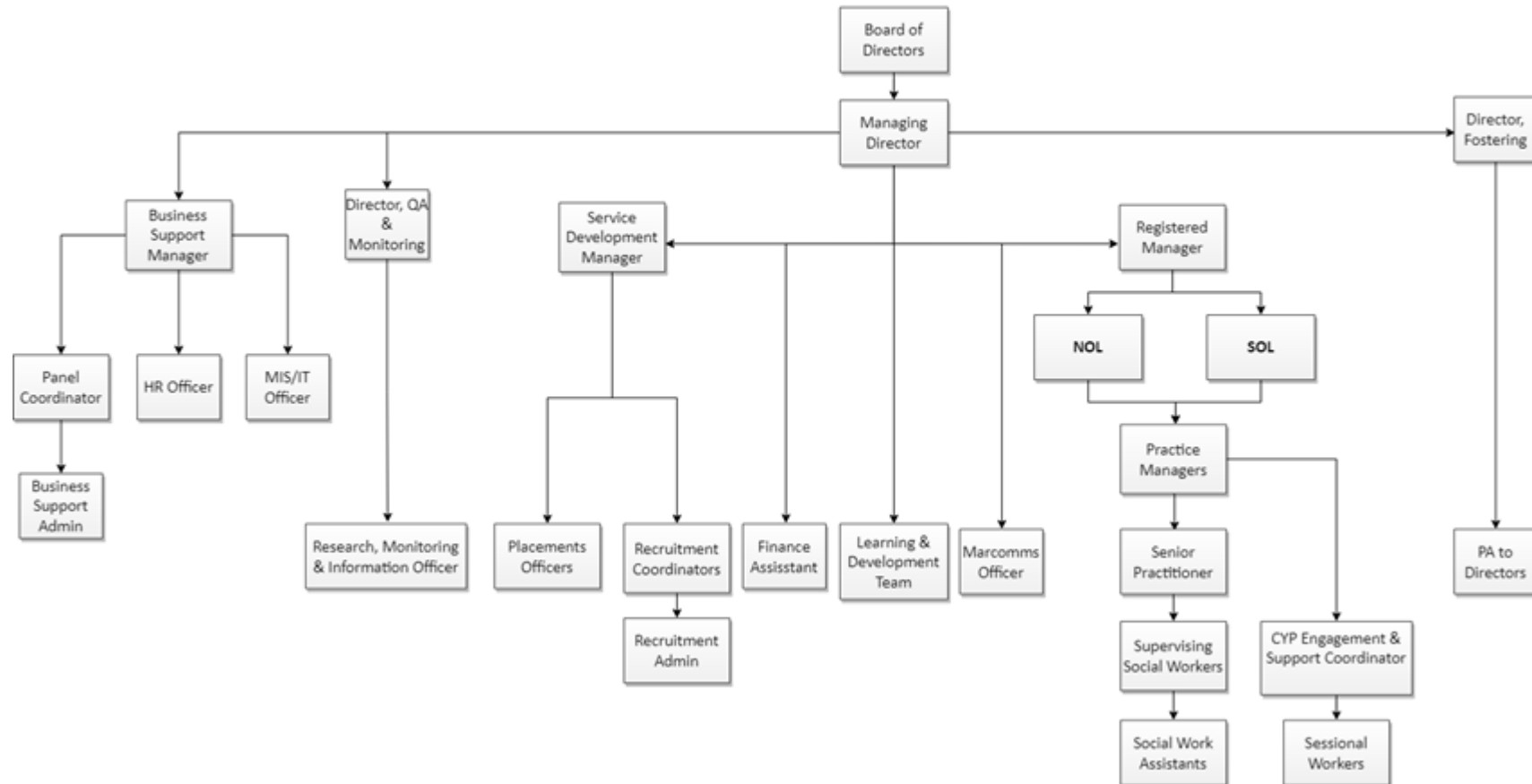
Appendix B – Communications, Reporting and Organisational Structure

Current communication and reporting lines between staff are shown in the charts below.

**Organisational Chart
By Function**



Organisational Chart By Line Management





Registered Persons as of October 2021

Name	Responsibility	Qualifications	Date Started
Alistair Sutherland	Responsible Individual	PhD Social Anthropology Dip. Social Work	January 2002
Linda Shephard	Registered Fostering Manager	Dip. Social Work NVQ4 Management and Leadership Award	July 2013

Linda Shephard is an experienced fostering Social Worker who has previously been a Registered Manager for another independent fostering agency and also a local authority manager.

A full list of Anchor staff and independent workers can be made available upon request.