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Background

By the Bridge with Cambian (URN: SC047407) and By the Bridge North West (URN: SC066501) are both registered fostering services owned by Cambian Group. The trade name for Cambian's fostering division is By the Bridge with Cambian.

By the Bridge with Cambian was founded in 2002 in the South East, and then growing organically into the Eastern, Midlands and Thames Valley regions and then, through acquisition, Foster Care Services North West in 2008. Foster Care Services became **By the Bridge North West** in March 2011.

By the Bridge with Cambian, including By the Bridge North West, was acquired by Cambian Group in March 2015.



Group Vision Statement

By the Bridge with Cambian agrees and complies with the following Statement of Purpose.

By the Bridge with Cambian was founded to celebrate the uniqueness of individuals, and to create an environment in which the most disadvantaged young people are encouraged to:

- Believe and have confidence in themselves
- Explore their gifts and talents and develop independence of spirit
- Have enthusiasm for change
- Hunger for knowledge
- Accept other traditions
- Live in harmony with themselves and society.

In summary, our **Vision** is to give back to traumatised young people the opportunities they have missed.

Group Mission Statement

The provision of a wide range of the highest quality therapeutic services to meet the needs of traumatised young people 'looked after' by Local Authorities, in order to ensure they can access all of their human rights. The continual search for innovative, fresh ways to bring improved outcomes to those with poor life chances. The rigorous demonstration of value for money, in order to protect the interests of society without compromising the needs of the most vulnerable.

In summary, our **Mission** is to provide professional therapeutic fostering services which represent outstanding quality, innovation and value.

Group Action Statement

The recruitment of staff and families with the emotional capacity to meet the demands of emotionally traumatised young people without compromising their own needs. The encouragement and development of personal responsibility amongst adults, in order that they provide attractive, mature role models for children. The acknowledgement of the inevitability of change, and the recognition of individual strengths and limitations, in order to ensure a culture of innovation. The valuing of diversity.



Status and Constitution

By the Bridge with Cambian is an Independent Fostering Organisation, part of the Cambian Group registered under the Companies Act 1985 (Company Number 8929371).

The By the Bridge with Cambian group of companies have Memorandum and Articles of Association, in compliance with the Companies Acts 1985 and 1989.

The Cambian Board of Directors meet regularly twelve times a year to review the group wide performance and performance indicators.

The responsibilities of the Board are as follows:

- The development of the group's vision and mission and the prioritisation of action.
- The formal approval and prioritisation of the statement of purpose.
- The continual review and development of the group structure.
- The review, development and approval of group wide policy.
- The approval of the group business plan annually.
- The allocation of budgets.
- The review of performance and compliance.

By the Bridge with Cambian is committed to promoting foster family participation in our company direction, we have a Foster Parent Consultancy Group with elected representatives who meet four times per year. We have also developed a programme of activities and opportunities, designed to promote positive outcomes, for our children and foster families to participate in.



Group Structure

The 'key tasks' of By the Bridge with Cambian are divided between the **Regional Fostering Offices** and the **Central Services Headquarters**, which is the registered office.

Central Services standardises and quality assures operations, policies and procedures for all local offices, this includes recruitment, training and assessment of foster parents, Panel, finance, operational management and business strategy.

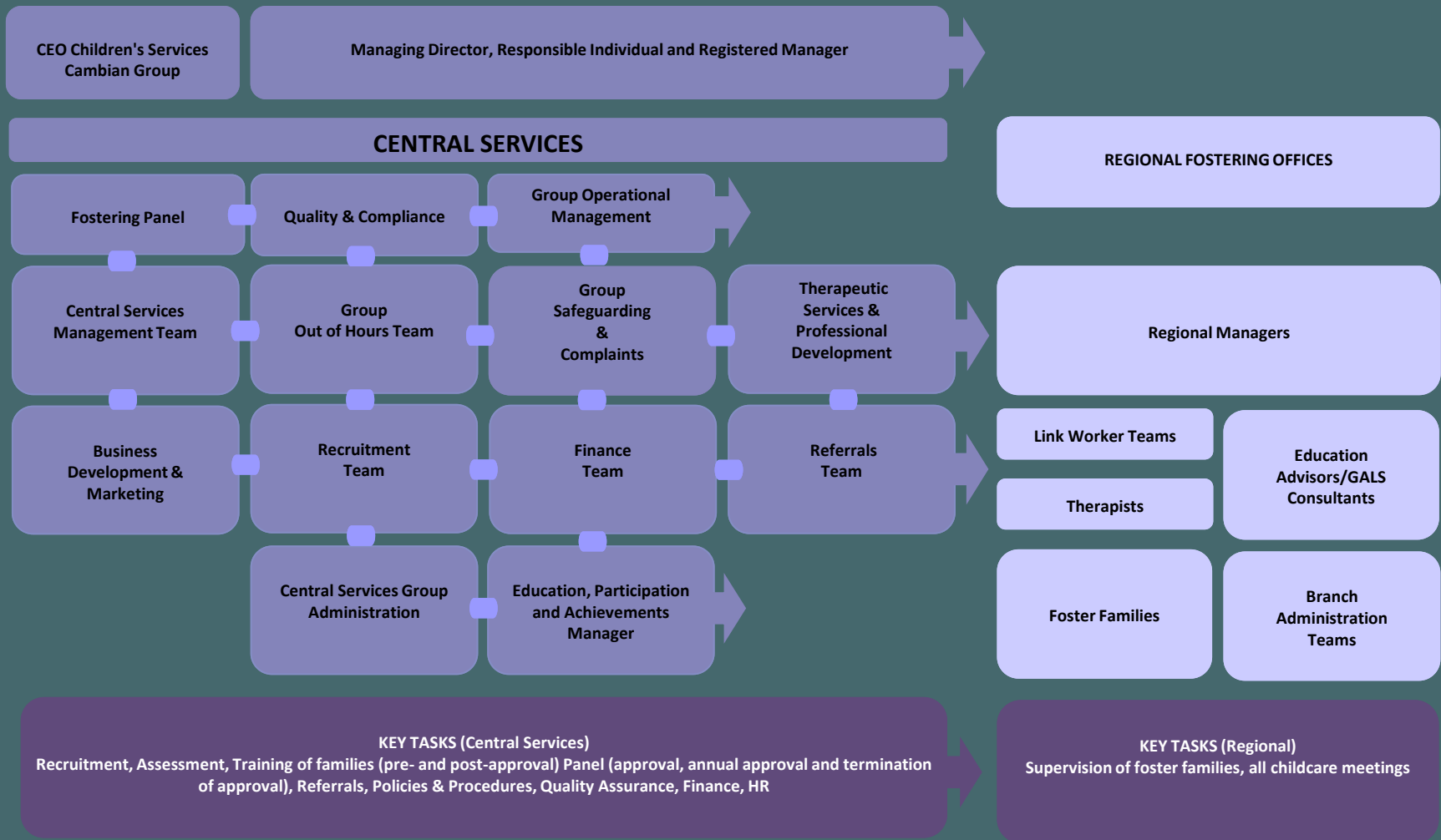
The Operations Director, Head of Quality and Compliance, Business Manager, Operations Manager, Financial Controller, Psychotherapist, Referrals team, Recruitment team, HR Manager, Out of Hours Manager and Safeguarding Manager are all based in the registered office in Sittingbourne, Kent. This allows us to achieve economy of scale and uniformity and ensures that the fostering staff at our branches can focus all of their attention on their direct work for families and children.

Each local branch has a team of administration staff, and an Education Advisor/GALS Consultant who works in partnership with local schools, social workers, foster parents and young people. They also promote our Get a Life-Style programme which complements statutory education and helps prepare our young people for successful independence.

The organisational management team consists of members from both Central Services and regional fostering branches. Managers work closely together, and the Registered Managers and the Responsible Individual share in the decision-making as applicable to their roles and responsibilities.



By the Bridge with Cambian Group Structure



Therapeutic Fostering

The aim of everything we do in By the Bridge with Cambian is to assist children and young people in accessing equal opportunities to build a successful life. By its very nature, having to be fostered usually means that the child is already significantly disadvantaged in having an equal chance alongside their peers who have grown up from birth in a stable nurturing home. To be placed 'in care' signals the loss of a basic birth right – to be nurtured and raised by sensitive, consistent parents who are attuned to your needs and can meet them.

Neglect or abuse during the formative years, when the brain and mind are 'wiring up' to understand the world, is traumatic, particularly if the experience has featured consistent abuse and/or neglect. When traumatic experiences are over, the symptoms are not, and a child could be consumed by the impact of their trauma well into their adulthood if they do not receive the right help. Once they are placed in By the Bridge with Cambian we do everything we possibly can to heal the trauma of abuse, neglect, loss and rejection.

Foster parents are a vital component of our care model; when ordinary people achieve excellent outcomes doing work that most people believe is too difficult it creates a culture where every child has a chance to flourish. In By the Bridge with Cambian our placement breakdown rates are very low indeed - testimony that very few children are too difficult to look after in a suitably matched family.

Therapeutic fostering isn't about becoming a therapist, it is a way of parenting a child who missed out on healthy emotional development and milestones in their early years. Traumatized children need a lot of help and encouragement to develop the positive self-esteem and confidence they need to do well in education and life in general. We have many truly exceptional families who do this impressive work every day.

We all have a genuine sense of responsibility to help each other uphold the values and principles of our organisational culture.



Referral Criteria

By the Bridge with Cambian will consider referrals for children and young people aged 0-17. We are also experienced in providing placements to parents over the age of 18 placed with their child and or children. We also offer a 'Staying Put' service for those young people aged 18 if it is applicable for them to remain with their foster family. In addition, we are keen to assist our Local Authority customers in promoting 'step-down' care for young people in residential settings who could benefit from placement with a therapeutically trained foster family.

We have families from a variety of cultural, religious and ethnic backgrounds and we work hard with referring authorities to identify the most suitable match for the child's background, circumstances and presentation, including unaccompanied minors.

Predominantly our foster families work therapeutically with children and young people who have experienced abuse and/or neglect and who may have been significantly traumatised.

Some foster families specialise in the care of children with physical or mental disabilities - some with professional nursing, mental health or medical experience. A number of our families are able to offer disability/mobility accessible homes, some with multi-sensory rooms. Some foster parents are trained to manage tube-feeding systems or administer special forms of medication.

By the Bridge with Cambian can accept sibling groups and parents with children. And we have many families who specialise in this work.

We are able to provide care for young people with sexually problematic behaviours and have foster parents and staff who specialise in this area. Some foster families specialise in the care for young people on remand.

Our specialist attachment work and training makes By the Bridge with Cambian an ideal choice for pre-adoption work, and we can provide guidance to adoptive parents if required.

By the Bridge with Cambian is able to provide foster parents and staff with extensive experience in caring for children whose family life has been the subject of high media and public interest, working closely with the Responsible Authority/Legal Guardian to ensure confidentiality and privacy.



Achieving Positive Outcomes for our Children

By the Bridge with Cambian has a distinct and separate philosophy when recruiting and assessing potential foster parents. The ethos of By the Bridge with Cambian is that the relationship between the foster family and the child can be facilitated to be the therapeutic environment that allows healing to take place and outcomes to be delivered.

It is this environment that secures the ability for By the Bridge with Cambian foster families to achieve positive outcomes for children and young people.

The rigorous assessment process, which sees fewer than 2% of potential applicants become foster parents, ensures that only families who are emotionally robust, resilient and self aware are recruited to achieve outstanding outcomes for the children and young placed with By the Bridge with Cambian families.

Once approved, By the Bridge with Cambian families are allocated a dedicated link worker who will continue to supervise and guide the family as they provide a therapeutic, nurturing environment for the child. Ongoing supervision and regular access to our in house psychotherapist (the clinical lead for our therapeutic model, working with a team of four regional therapist consultants) provides the space for families to explore any potentially difficult situations and identify an appropriate course of action.

The service provided to children and young people is built on a foundation of therapeutic values and theory and this model provides the family with the relevant skills, knowledge and confidence to manage their own anxiety as well as that of the child. By the Bridge with Cambian families are recruited because of their capacity to be reflective in the work they do with children and young people. This ensures that the foster parent is attuned to the needs of their child/ young person and is able to help provide a stable environment and a secure foundation for outcome achievement.

Underpinning the work of our foster families is the understanding that training and professional development are vital for understanding the complex behaviours that can be presented by the children, based on their traumatic experiences. This pre panel training is complimented by ongoing mandatory therapeutically based training and includes an academically accredited Certificate in Therapeutic Fostering with a Masters degree option.



Achieving Positive Outcomes for our Children (cont...)

Our innovative and unique Therapeutic Fostering Plans are designed around the needs of foster children placed with a By the Bridge with Cambian family and local therapist are on hand to consult with foster parents and update plans as and when needed.

The dedicated regional By the Bridge with Cambian Education Advisors work closely with local schools, social workers, young people and foster parents to promote education attainment and achievement. Links with local colleges, Universities and further education institutes ensure that each child and young person placed with a By the Bridge with Cambian family has the best possible opportunity to reach their potential.

Our unique database captures, records and monitors the progress of our children and families and allows us to evidence the attainment of agreed outcomes for each child placed with By the Bridge with Cambian.

By the Bridge with Cambian have developed a unique program 'Get-a-LifeStyle' (GAL) designed to build self esteem in young people. We believe that helping young people to achieve in areas they enjoy, has a positive effect on their academic learning. GAL also includes Independence skills awards; this is facilitated through work shops, online resources and skills award work books. We also have Skills awards tailored to the individual needs of young people with additional needs.

In addition to our own GAL projects, By the Bridge with Cambian also works with many partner organisations to ensure young people are able to access a wide variety of opportunities.



Parent and Child Arrangements

By the Bridge with Cambian with Cambian's Parent and Child Service holds attachment, bonding and attunement at the very core of its ethos. It has been developed from several years of experience offering this complex service to referring authorities. Our philosophy is to give each parent every chance to learn good parenting skills, develop attachment and achieve bonding.

It includes a two day Parent and Child Service training course for foster parents, early years training, comprehensive daily observation records kept by foster parents, and regular Link Worker visits to the foster family home. We have developed a four tier service to define the level of complexity of the referral with flexibility to change the tier based on progress.

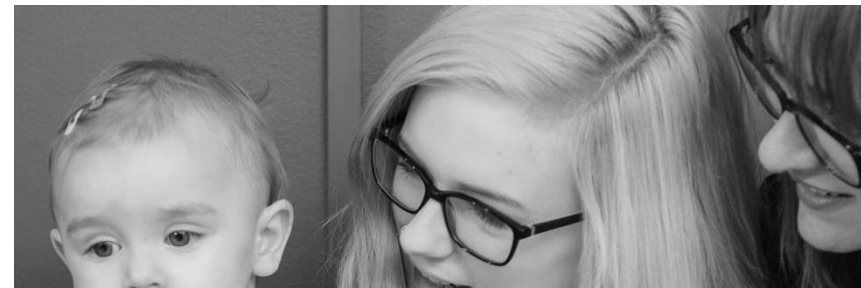
Family and Friend Foster Parents

By the Bridge with Cambian's family and friends service enables a child to experience continuity of care, stability where the child might have otherwise experience moving to a previously unknown foster family.

This normally occurs when a family wish to use their respite entitlement, but also want the child/young person to remain looked after by someone who is known to the child/young person.

This often allows the child/young person to remain in their normal home environment and avoid the disruption sometimes caused by moving to a "respite" family

Family and friend foster families are supervised and managed by the same link worker who supervises the main foster family. They receive a visit and phone contact whilst caring for the child/young person in their care.



Foster Families

By the Bridge with Cambian families initially came from the Kent area of South East England, where a strong culture of independent fostering existed ahead of other parts of the country. These families were pioneers in establishing the By the Bridge with Cambian model of developing professional foster parents able to provide a therapeutic home environment to children and young people who have experienced significant trauma in their lives. As this model became accepted and recognised for its positive outcomes, so By the Bridge with Cambian has expanded its coverage and geographic spread of families.

By the Bridge look after over 310 families, and over 430 children and young people.

Families are divided into groups each of which is supervised by a By the Bridge with Cambian Link Worker, overseen by a Regional Manager and provided with regular access to our Therapists/Psychotherapists. By the Bridge presently operates five regional offices; in Kent, Essex, Warwickshire and Berkshire, with a sub office in Norfolk. Where foster families find it geographically difficult to attend these offices, ad hoc meeting and training facilities are sourced in other areas of the country, and By the Bridge with Cambian is actively seeking potential additional offices to match the company's expansion, the whereabouts of clusters of new families, and the needs of local authority customers.

The process to recruit, approve, train, guide and review families is described in detail elsewhere in this document. Despite a range of backgrounds, profiles and ethnic origins, all By the Bridge with Cambian families are distinguished by their having committed to therapeutic fostering as a profession. They continually work to raise their knowledge and expertise in this career, and aim for the best possible outcomes for the children and young people in their care. The By the Bridge with Cambian organisation, in turn, regards foster parents as professional colleagues, and makes professional development continually available to them.

Our active recruitment department is carefully and methodically adding new By the Bridge with Cambian families in all regions, providing they have been able to pass By the Bridge with Cambian's rigorous screening, training and assessment processes.



Services For Foster Families

- Twice monthly payment of professional fee/child maintenance fees
- Foster Parent Group Supervision (monthly)
- Foster Parent Individual Supervision (monthly)
- Weekly telephone contact
- Consultancy with in-house qualified Therapists/Psychotherapist
- Therapeutic Fostering Plans
- Highly Commended Training Programme; including unique Certificate in Therapeutic Fostering
- Access to MA in Therapeutic Fostering
- Long service Rewards Scheme
- Duty Link Workers so that Foster Parents always have someone to talk to
- Open Door Policy
- Web site area for all policies, documents and FP handbook
- Head of Safeguarding
- 21 Days Respite
- Legal, education, medical and accountancy advice lines, quarterly
- fostering magazine, discounts on goods and services
- 24 Hour / 365 Out of Hours on call service
- Annual Review
- Travel Allowance
- Holiday Allowance for each foster child
- Clothing Allowance for each foster child
- Festival Allowance for each foster child
- School Uniform Allowance for each foster child
- Co-Foster Parent Group
- Foster Parent Consultancy Group
- Social Events
- Education Advisor
- Membership of 'Foster Talk'



Children and Young People

By the Bridge with Cambian looks after a broad mix of children and young people. Currently we arrange care for over 430 children and young people aged 0-17, placed with our South East, Eastern, Thames Valley and Midlands families. These children and young people have a wide range of ages, cultural backgrounds, educational needs, physical abilities, behavioural patterns and family dynamics.

By the Bridge with Cambian seeks cultural and personality matches for the children, and where needed we also seek to accommodate other family requirements, such as keeping siblings together. All children and young people are registered with a GP, dentist and optician, and their medical progress is monitored to identify health and welfare needs. Children are secured school places and their attendance and performance is continually reviewed. Where education breaks down, By the Bridge with Cambian advocates work with the responsible authorities to have them reinstated or make arrangements for alternative educational provisions.

By the Bridge with Cambian Link Workers continually discuss and review the progress of the children and young people, and liaise closely with social workers and other relevant professionals where necessary. The views and comments of the children and young people are sought and respected, and any complaints or allegations are immediately investigated and acted upon. We also make provision for respite, clothing, pocket money, savings, social entertainments and holidays.

Often local authorities have relied on By the Bridge with Cambian to handle particularly problematic or emergency cases, since the resilience, professionalism and therapeutic interventions on offer from By the Bridge with Cambian foster parents are regarded as the best response to extreme challenges. More recently, our expertise in understanding disturbed attachment patterns and offering effective interventions, has lead to increasingly younger children being successfully placed in our organisation.

By the Bridge with Cambian has become an excellent first choice of placement for all ages and in some cases offers a viable therapeutic alternative to expensive residential care. We believe that therapeutic fostering can also reduce the likelihood of young children requiring residential care as they get older.

Over 130 local authorities have so far used By the Bridge with Cambian in these ways, and many expressions of appreciation, thanks and praise for our approach have been received and recorded.



Services For Foster Children

- Therapeutic care from suitably trained professional foster parents
 - Therapeutic Fostering Plans and SDQs
 - Dedicated bedroom **
 - Pocket money
 - Savings account (£10 per week)
 - Clothing / school uniform /college allowance
 - Contact arranged and facilitated with birth family
 - 'Keep in Touch' support service
 - Children who foster groups
 - Activities for younger children (Tatty Bumpkins, Arts and Crafts)
 - Direct, confidential email and text contact with By the Bridge with Cambian
 - Access to private contact / review room at By the Bridge with Cambian regional offices
 - Opportunity to participate in regional Children's Forum discussion groups
 - Arts Awards Schemes
 - Music/Drama/Media workshops
 - Independence skills award training courses
 - By the Bridge with Cambian guide book (age appropriate)
 - By the Bridge with Cambian sports holdall
 - Opportunity for an annual activity holiday
 - Organised regional outings, activities and events
- Regional Christmas activity and present
 - Translation of By the Bridge with Cambian documents into other languages
 - Get a Life Style Programme (preparation for independence)
 - Education Advisor/Get-a-Lifestyle Consultants
 - Education, Participation & Achievements Manager
 - Participation Pledge
 - Arrangements with external providers such as DofE and Raleigh
 - Prince's Trust Award
 - Sports and social events
 - Outings
 - Return interviews when young people go missing

Additional Services

- Psychotherapy*
- Life Story Work*
- Speech and Language Therapy*
- Outreach work*

*Arranged on request for separate cost

**In some cases where this is in the best interests of the child



Complaints, Child Protection and Safeguarding

By the Bridge with Cambian is committed to providing the highest level of childcare and services to children and young people, their foster families and the responsible authorities. We have a Safeguarding and Complaints Manager and have established procedures in place to respond to complaints effectively and to watch for the welfare of children through pro-active, well-developed Child Protection and Safeguarding procedures, which include detailed daily handovers from our out of hours team to the day teams, and a weekly safeguarding forum.

We receive few complaints, however the company immediately investigates any issues brought to its attention and acts upon these to improve performance where necessary. We also liaise closely with the Safeguarding boards of our local Authority customers, as well as other agencies where applicable.

All children cared for within By the Bridge with Cambian are provided a copy of our young person's complaints procedure together with a welcome letter.

Up to date statistics on the number and outcomes of complaints are available on request.

Our complaints procedure is produced in both adult and child versions and available on request.



Recruitment, Approval and Training of Foster Parents

By the Bridge with Cambian looks specifically for families who have the energy, commitment and learning capacity to develop a professional career in therapeutic fostering. Applicants are encouraged from diverse background and life experiences.

Applicants are invited to attend an introductory presentation, then, following initial assessment of the suitability of their personal and family circumstances, the successful candidates proceed to an intense 3 day training course.

Statutory and optional checks are carried out early in the process, including Disclosure and Barring screening (DBS), medical examination, local authority checks, home health & safety inspections, credit checks and the taking of personal references as well as any references relevant to previous work with children.

Based on both training course performance and the results of checks, By the Bridge with Cambian will then decide whether to advance applicants to the next stage of screening and preparation. This involves the allocation of an independent assessor (qualified and registered as a Social Worker).

After the family have been through an in depth assessment process, the social work reports and statutory check results, along with the family themselves, are then presented to a By the Bridge with Cambian Panel of suitably qualified or experienced independent members.



Guidance and Review of Foster Parents

Post panel, successful applicants will join a team of other foster families, grouped by geography, where they are supervised, guided and advised continually by a Link Worker.

Each regional team has substantial fostering experience, Regional Managers report to the Head of Safeguarding and also receive monthly consultations with our Psychotherapist (also a qualified social worker, to Masters level), or a Regional Therapist.

Families are telephoned every week, visited at home every month, and required to participate in monthly interactive group meetings with their Link Workers. Families also have out-of-hours and weekend access to a qualified social worker, who is continually available by phone to advise, guide and help report any incidents.

Home reviews take place for each family at least once each year, and an assessor reports to Panel on the situation and outcomes, including the views of foster parents, children, social workers and any other professionals involved. Unannounced visits are carried out to assess continued quality and suitability.

Continual contact and close involvement with the families ensures that care plans for each child or young person are met and exceeded, that problems are identified early, and that foster parents develop as professionals capable of providing a therapeutic home environment.

On-going courses are provided to maintain and enhance professional and personal development: currently on offer are over 20 relevant short courses, and a unique degree level Certificate in Therapeutic Fostering which is credit rated by the University of Greenwich. In addition to our degree level Certificate in Therapeutic Fostering we also provide an MA in Therapeutic Work with Children & Adolescents.

The company also actively invests in a number of research and development programmes, designed to enhance outcomes for children and families. By the Bridge with Cambian has been asked to address a number of ~~national and international~~ conferences on aspects of its unique approach to fostering, and why its results are exceptional.



Operational Management Team Profiles

Lynn Webb - Managing Director & Responsible Individual

Starting with By the Bridge in late 2017 and previously the Chief Operating Officer for a large Independent Fostering organisation, Lynn has an extensive background in fostering – with over a decade in the industry.

Lynn has previously held positions ranging from a Social Worker for a Local Authority through to General Manger, Director and Head of Delivery of an Independent Fostering Organisation. This has given her a rounded and extensive experience of fostering. She also has experience in the Private and Public sector within Children's Services, notably with children and young people in the Criminal Justice System (Youth Offending) and Looked After Services.



Hayley Edwards-Jones - Head of Safeguarding

Hayley joined By the Bridge with Cambian in December 2013 as a Link Worker. Prior to this Hayley worked with both adults and children with disabilities in the NHS, local authority, schools and residential homes, as well as within the fostering arena and specialist short breaks services. Hayley has a BSc in Psychology, as well as a counselling qualification.



Dawn Dempster - Registered Manager and Head of Quality & Compliance

Dawn is the Registered Manager (BtB) and Head of Quality & Compliance for By the Bridge with Cambian working in Central Services based in Kent. Dawn has held various posts within By the Bridge with Cambian: Developing the role of Education Advisor, Link Worker for South Kent area. And Quality Assurance Manager. Dawn is an adoptive parent and previously was a foster parent for both By the Bridge with Cambian and Barnardos, successfully looking after several children over a five year period. Dawn has over 20 years experience as a youth worker and also has experience of marriage preparation and guidance. Dawn is a qualified Social Worker having completed a BA (Hons) degree in social work with the Open University.



Operational Management Team Profiles

Mica Douglas Head of Therapy and Professional Development

Mica has a CQSW and MA in social work and an Advanced Award in Supervision and Mentoring (Childcare), she is a UKCP Registered Psychotherapist and has an international qualification to train and teach other psychotherapists (TSTA). Mica works closely with foster parents within By the Bridge with Cambian North West and By the Bridge with Cambian and has expertise in facilitating the complex relationships between them and their foster children. Mica contributes regularly to By the Bridge with Cambian North West training and supervision groups in order to help foster parents manage and understand more about the behaviours of children in their care. Mica is the creator and lead tutor for our year long Certificate in Therapeutic Fostering course and MA in Therapeutic Fostering. Mica oversees a team of Regional Therapists, and is currently studying for a PhD related to therapeutic fostering.



Claire Aylott Financial Controller

Claire is an FCCA Qualified Accountant who is also CIMA Qualified. She has previously held a Financial Controller position with a high profile UK company for last 17 years before joining By the Bridge in 2017. Claire's role is to oversee and manage the company's busy finance department of Accounts Assistants on a day to day basis to ensure the companies finance function produces accurate and timely financial and management accounts as well as other financial information to aid the strategic development of the company.



Steve Foreman – Head of Marketing

Steve is responsible for all the organisations Marketing with a specific focus on Digital Marketing and is experienced in website development, search engine optimisation, pay per click marketing and customer relationship management systems. Steve has a background in Marketing and graduated from University in 2007 with a Bachelor of Arts degree in Marketing. He has previously worked in the Leisure and Manufacturing sectors before joining the organisation in 2016.



Central Services Management Team Profiles

Natasha Hannigan Assessment Team Manager

Natasha joined By the Bridge with Cambian in January 2013 as a link worker in the Kent branch. She then joined the Recruitment Team in August 2015. Natasha is responsible for the oversight of fostering assessments which involves the supervision of staff and independent social workers. Natasha has over 15 years experience as a qualified social worker.



Christine Silkstone Assessment Manager

Christine is a qualified Social Worker who has worked in children's social care for over 35 years. She has worked in child protection, adoption and fostering teams in a local authority before moving to an independent fostering agency where she worked as a Link Worker, Panel Manager and then Assessment Manager. Christine joined the By the Bridge team in January 2016. She supervises the independent Social Workers who assess prospective foster parents. Her role is to ensure that thorough and safe assessments are carried out in order that the foster parents we recruit can meet the needs of the children and young people in our care.



Alexis Stone Senior Out of Hours Co-ordinator

Alexis grew up in a family that fostered, worked in residential care for the City of Westminster and after the birth of her son worked for the first independent fostering organisation in the UK. She was a Referrals Manager and Out Of Hours Coordinator for many years; she and her own family have experience of adoption and fostering. Alexis has successfully completed her Diploma in Social Work with the Open University.



Central Services



Central Services Management Team Profiles

Matt Wade - Panel Manager

Matt joined By the Bridge with Cambian in September 2008 as a Link Worker within the Kent area. Prior to this he worked in a variety of settings such as residential care, counselling projects and with Adults with learning difficulties. Matt has also facilitated training with regards to thinking systemically and for Foster Parents looking after young people that have experienced sexual abuse. Matt has a Post Graduate Diploma in Systemic family therapy.



Rachael Francis - Referrals Manager

Rachael joined By the Bridge with Cambian in September 2018 firstly as an Assessment Manager. Prior to this, she worked in various roles within Local Authorities in the South East and South West both as a frontline Social Worker and as a Manager. Rachael has been a qualified social worker for 16 years, working mostly within fostering, adoption and Looked After Children services. Her most recent work in the South West was as the Lead Commissioner for a Local Authority. Rachael works closely with Local Authorities, Social Workers, Link Workers and Foster Parents to ensure appropriate matching and child focused placements.

Gary Rufus - Business Development Manager

Gary is responsible for business development and account management nationally for By the Bridge with Cambian. He joined By the Bridge with Cambian in January 2010 bringing extensive experience in business development, account and sales team management from his previous career with HSBC, Alliance & Leicester and Britannia. An Associate of the Chartered Institute of Bankers he also has CeFA, CeMAP and CeRER financial qualifications.



Caroline Hallett - Education, Participation & Achievements Manager

Caroline is the national Education, Participation and Achievement Manager for By the Bridge with Cambian. She is passionate about ensuring young people have a voice and a choice, with over 30 years' experience of working with children and young people in schools, charities and voluntary organisations. Caroline is also a parent carer for an adult with autism.



Regional Fostering Offices

Each regional fostering office within By the Bridge with Cambian is based on our model of a Regional Manager and a group of Link Workers who have responsibility for supervising and managing groups of families clustered in geographic locations.

In addition, each regional office has a team of administration staff, an Education advisor and Get a Lifestyle (EaGAL) Consultant to support and provide an efficient fostering service

The EaGAL consultant works in partnership with local schools, colleges, alternative education providers, social workers, foster parents and young people. They also promote our innovative Get a Lifestyle programme which compliments statutory education and helps prepare our young people for independence.

The Central Service function provides additional centralised and standardised functions across the group to achieve efficiency through economies of scale along with robust systems for recording, monitoring, analysing and quality assuring every aspect of the service delivery.

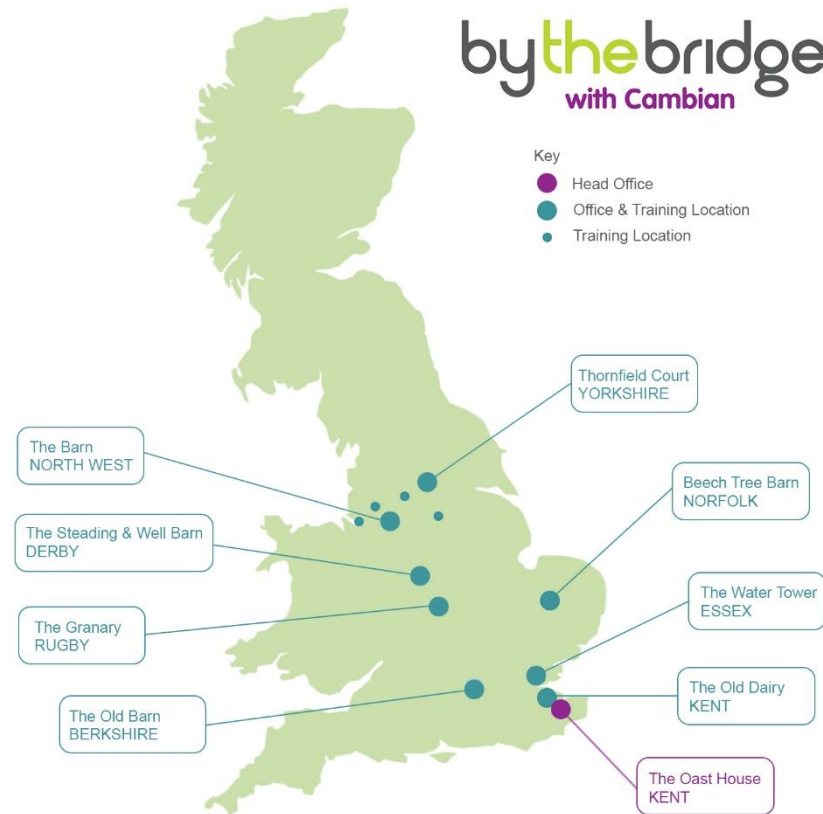
By the Bridge with Cambian currently operates in five regions and in addition has two small sub-offices.

Full computing facilities are available in each office, as are reception facilities, staff meeting rooms, training facilities, catering facilities and ample car parking. Local authorities, social workers and foster parents are all encouraged to use these facilities and regular meetings are organised in these locations, as well as suitable ad-hoc premises arranged around the country as required.

Offices in the North West and Yorkshire are a separately registered as 'By the Bridge with Cambian North West' (URN: SC066501).



- Key
- Head Office
 - Office & Training Location
 - Training Location



Regional Fostering Offices

Midlands Region

Hayley Haughton, Regional Manager

Hayley is the Regional Manager of By the Bridge with Cambian Midlands Rugby Office

Hayley holds a BA (Hons) in Social Work and has been qualified for nearly 14 years. During this time Hayley has worked with a variety of groups but primarily with children and families in child protection / safeguarding. Whilst working for the Local Authority, Hayley undertook the role of Specialist Domestic Violence Liaison Officer.

After leaving the Local Authority, Hayley worked in a Homeless Project for several years with disengaged teenagers. She was responsible for setting up and delivering a specialist provision for those who were drug and alcohol dependant.

Louisa Morrow, Regional Manager

Louisa is the Regional Manager of By the Bridge with Cambian Midlands Walton Upon Trent Office.

Louisa is a qualified social worker and holds an honours degree in Social Work and Social Policy, after which she gained her Post Qualifying Certificate. Louisa has twenty years post qualifying experience as a Social Worker in Family Support, Child Protection, Safeguarding, Fostering and Adoption. Louisa has also worked as a Project Co-ordinator for a Children in Need Funded Community Anti Bullying Project and Parent Network.

After completing the Certificate in Therapeutic Fostering with By the Bridge as an external candidate, Louisa left the local authority in 2010 to join the organisation as a Link Worker, then became Deputy Manager before taking up her current post as Regional Manager. In this role she has responsibility for managing a team of Link Workers, Branch Co-ordinator and the Learning Advisor/EaGAL consultant.



Rugby office



Derby office



Regional Fostering Offices

Thames Valley Region

Joan Myers, Regional Manager

Joan is the Regional Manager of By the Bridge with Cambian Thames Valley Office.

Joan became team manager of the Thames Valley area mid 2013. Joan is a qualified social worker BA (Hons), with twenty three years experience as a foster parent and three years in education. Joan joined By the Bridge in April 2007 as a link worker in the Midlands area. She is an experienced F form assessor and has been a member of the By the Bridge fostering panel since 2011.



South East Region

Karen Heard, Regional Manager

Karen is the Regional Manager of By the Bridge with Cambian South East Office situated in Kent.

Karen has worked for By the Bridge since 2007 first as a Link Worker before being promoted to Regional Manager in 2014. Karen and her husband have been fostering since 1998, but since 2002, her husband has taken on the primary role. The family have cared for nine young people long term. Karen has vast experience of caring for young people with physical and learning disabilities including Muscular Dystrophy and Autism.



Prior to By the Bridge, Karen worked in the prison service as an Executive Officer, during which time she undertook an Advanced Diploma in Psychodynamic Counselling at the University of Kent. Karen then worked for The Richmond Fellowship, a residential unit for severely mentally ill and/or forensic mental health patients, where she was promoted to Deputy Project Manager supervising project workers. Prior to joining By the Bridge, Karen undertook our Certificate in Therapeutic Fostering. Karen has completed a BA (Hons) degree in Social Work.

Kent office



Thames Valley office



Regional Fostering Offices

Eastern Region

Sharon Eves, Regional Manager

Sharon is the Regional Manager of By the Bridge with Cambian Essex and Thetford Offices.

Sharon's career with By the Bridge began as a foster parent in 2002, where she was a foster parent for approximately 5 years. During this period she completed the Certificate in Therapeutic Fostering, which provides in-depth training into therapeutic fostering.

Sharon then worked as a Parent Support Advisor for Kent County Council, working closely with young people and their families, where there were family difficulties and potential risk of exclusion for young people.

Sharon returned to By the Bridge and undertook the role of Link Worker, whilst simultaneously completing her Social Work Degree. She worked as a Link Worker for By the Bridge for approximately 5.5 years. Her role encompassed working closely with foster parents, young people and Local Authorities to work towards achieving positive outcomes for Children and Young People.

Throughout her time with By the Bridge Sharon has become involved with being an NVQ Assessor, Internal Verifier and Panel Advisor/Manager. Sharon became the Eastern Regional Manager in 2015.



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