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# Background

By the Bridge (URN: SC047407) and By the Bridge North West (URN: SC066501) are registered fostering services, these together are Cambian's fostering division, By the Bridge with Cambian. The Cambian Group was acquired on the 18th October 2018 and is now part of CareTech Holdings PLC.

By the Bridge was founded in 2002 and has grown to provide a near national footprint of Branch Offices and foster families, whom are supported by a Central Services Team based in Kent.

By the Bridge with Cambian (previously known as By the Bridge and acquired by the Cambian Group in March 2015) was founded in 2002 in the South East, and then grew organically into the Eastern, Midlands and Thames Valley regions. Then in 2008, By the Bridge acquired Foster Care Services in the North West. Foster Care Services subsequently became By the Bridge North West in March 2011 and then By the Bridge with Cambian North West in 2015.

On 25<sup>th</sup> July 2016 Cambian's original fostering service, Cambian FosterCare, closed. The majority of staff and foster families, transferred to By the Bridge with Cambian or By the Bridge with Cambian North West on 25<sup>th</sup> July 2016.



# 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

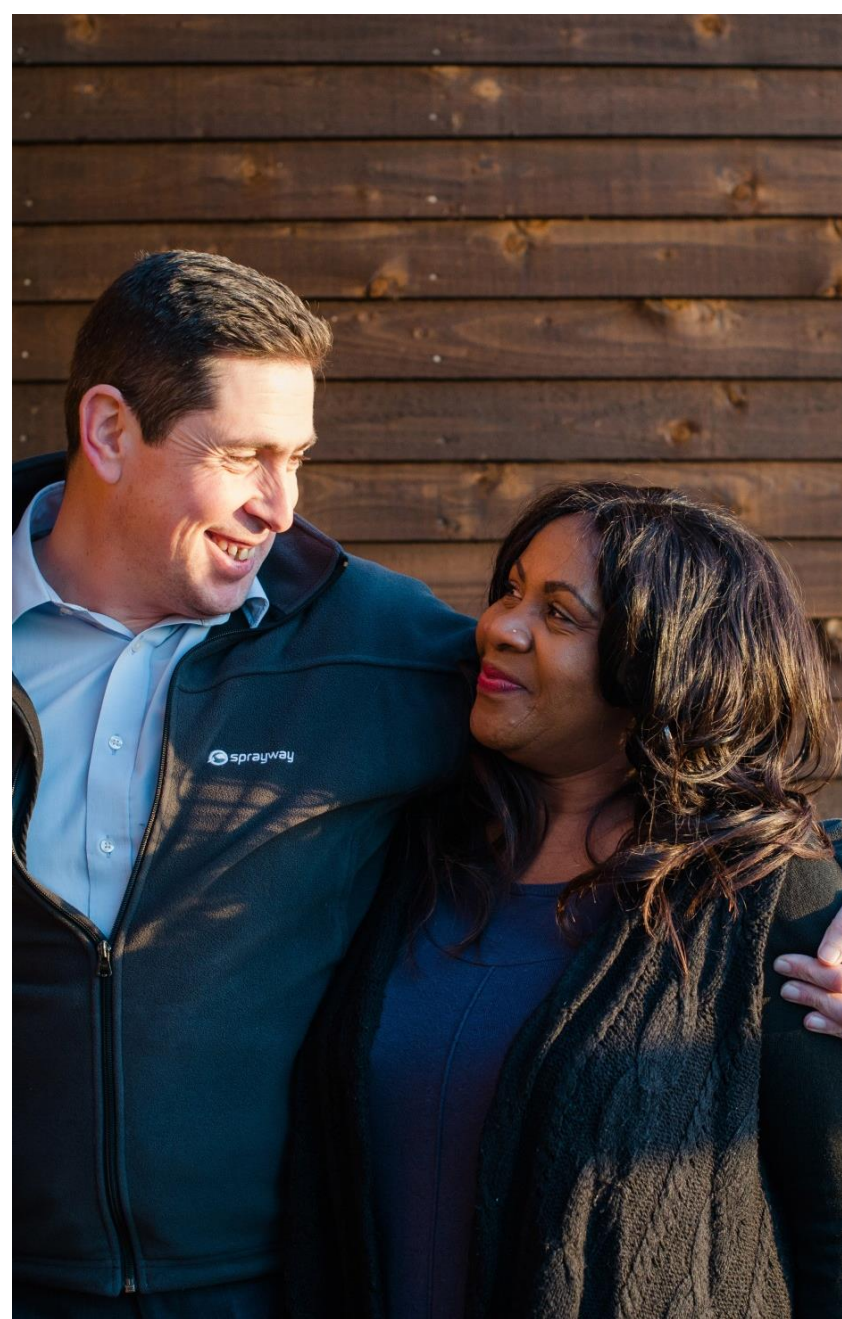
The provision of a wide range of the highest quality therapeutic services to meet the needs of traumatised young people 'looked after' by Local Authorities, in order to ensure they can access all of their human rights. The continual search for innovative, fresh ways to bring improved outcomes to those 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 CareTech 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

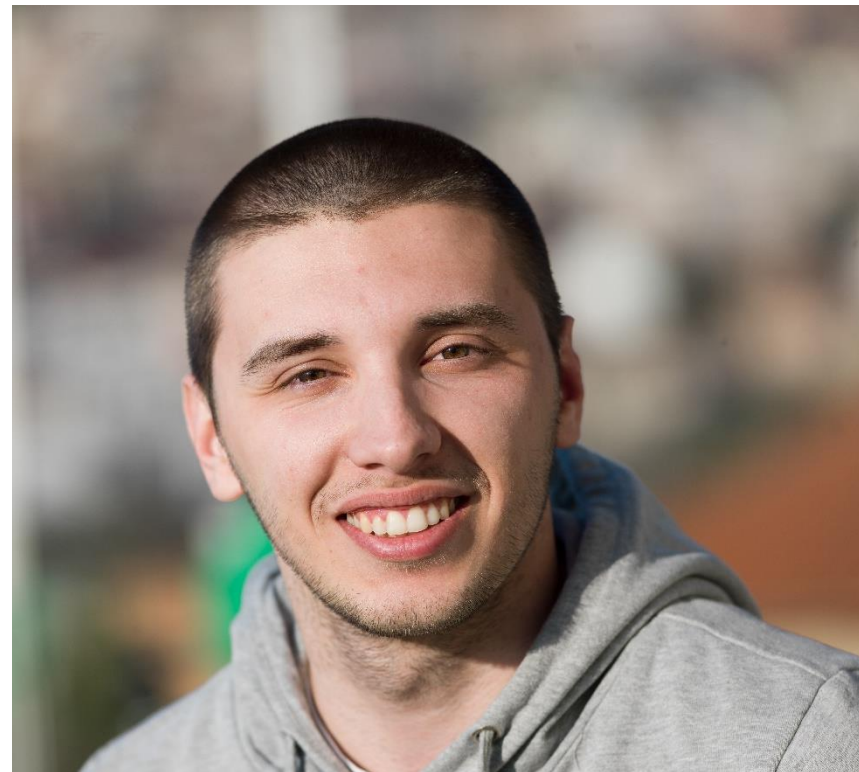
The 'key tasks' of By the Bridge with Cambian are divided between the **Regional Fostering Offices** and the **Central Services Headquarters**, which is the registered office.

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.

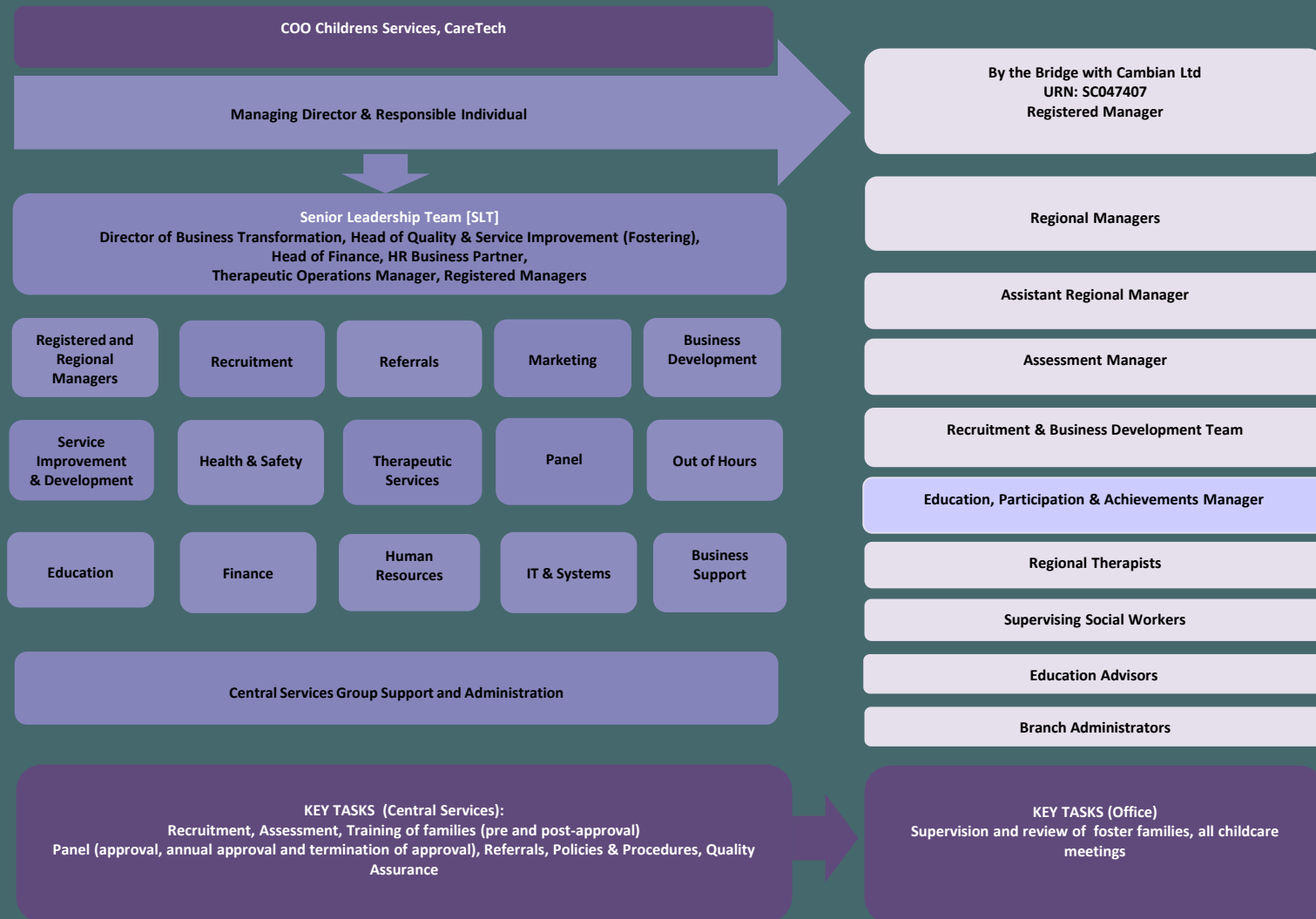
Our Business Transformation Director, Head of Finance, Referrals Manager and Office Manager are all based in our Central Services office. Our Managing Director and HR Business Partner are based in the Midlands whilst our Out of Hours team, Therapeutic Operations Manager and Head of Service Improvement & Development are based remotely. 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 / GAL Consultants who works in partnership with local schools, social workers, foster parents and young people. They also promote our Grow, Achieve, Learn 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 Twin-site Organisational Model (Regional Fostering Office & Central Services Delivery)



# Our Therapeutic Philosophy

At By the Bridge, the children in our care are at the centre of everything we do. We see our Foster Parents as our primary resource to enable opportunity for growth and recovery for our children. We see the family environment as having real potential for creating a continuously available arena for therapeutic healing. Through nurturing therapeutic parenting, our families offer our children the essential relational experiences they have missed. Therapeutic Parenting requires a different approach to traditional parenting. It places important emphasis on a depth of nurture, empathy and attunement. It is a relational, resourceful and skilful way to parent our children who we know have been impacted by experiences of trauma and adversity.

We always hold in mind that our children view relationships based on past relational, social and cultural experiences. We know they have been influenced and shaped by all they have seen, heard and experienced, and this can become conflicting and confusing as they experience a caring, nurturing and respectful engagement with their Foster Family. We understand that our children have developed defences, known as adapted behaviours, and we appreciate that although these adapted behaviours can be harmful, destructive and often self sabotaging, they have been the strategies that have allowed them to survive the harsh environments they were subjected to. We understand that our children are *responding* and *reacting* through their display of behaviour from a place of *survival*.

Therapeutic parenting considers that offering consequences to presenting challenging behaviours will have little to no effect. We encourage our Foster Parents to see the need behind the behaviour, and to focus on meeting the need rather than working consequentially with the behaviour. At By the Bridge we are curious about the things we cannot see. We ask, "*What has happened to you; what have you lived through?*", rather than "*What is wrong with you?*" We seek to understand the narrative of our children's lives and how it has impacted their internal world and sense of self. We encourage the child to tell their life story at their own pace, and for them to experience the relational qualities of being seen, heard and empathised with. We ask our Foster Parents to creatively and playfully attune to the child, inviting them into the relationship. It is via this connection that the child experiences the parent-child attachment and this helps the child to begin to make meaning of their experiences and to form a positive sense of identity. The child's experience of *being in relationship* helps them develop the confidence to explore and share what is held internally.

Our fundamental aim is to provide the very best opportunity for our children to feel safe, have healthy relationships, and heal and grow into emotionally, psychologically and physically healthy, happy individuals who will thrive in the world. We celebrate and positively reinforce the resilience of our children as we explore their hopes and dreams while continuously being delighted by the uniqueness of who they are.

By placing children with carefully matched, therapeutically trained families, we aim for our children to be given a reparative and healing experience that will contribute significantly to their recovery from all that has been missed and the trauma that they have endured.

Our therapeutic philosophy for responding to our children's complex presentations is underpinned and informed by cutting edge theory, science and research. Our staff and Foster Parents are therapeutically educated and trauma informed, and they are supported by a team of professionally trained psychotherapists. Professional curiosity is embedded in all of the therapeutic work. Reflective practice and personal and professional development is continuously integrated into our work within the organisation.





# Referral Criteria

By the Bridge with Cambian will consider referrals for children and young people aged 0-17. Predominantly our foster families work therapeutically with children and young people, including sibling groups who have experienced abuse and/or neglect and who may have been significantly traumatised.

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

Some of our By the Bridge with Cambian foster families specialise in the care of children with disabilities, we also have families who are experienced in providing placements specifically for parents with their child or children. Some foster families are experienced in working with and providing support to unaccompanied minors.

We are able to provide care for young people with sexually concerning behaviours and have foster parents and staff who specialise in this area.

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.

We also offer a 'Staying Put' service for those young people aged 18 to enable them to remain with their foster family.

We are also 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. Some foster families specialise in the care for young people on remand.

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.

Our rigorous assessment process 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 Supervising Social 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 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 therapeutic based training.



## 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 therapists are on hand to consult with Foster Parents and update plans as and when needed.

Our Grow, Achieve, Learn (GAL) programme is offered as preparation for independence for young people aged 14-19. Our Education Advisors & Grow Achieve Learn Consultants (EAGALs) work closely with the Foster Parent and young person. They undertake individual work with a young person supporting them to work through the Skills Award.

EAGALs provide a programme of workshops throughout the year designed to increase young people's skills, self-confidence and resilience moving towards independence. These start at age 14. Additionally we run junior GAL programmes with 9-13 year olds which focus upon building self-esteem and team work skills to prepare young people for the GAL independence programme at age 14+.

Our Young People's Forums are designed to also impart information as well as engage our young people in our service. Each forum has a topic and normally a guest speaker. Forums give our young people the opportunity to express their views and fully participate to help shape the future work of the education team, events and young people's activities. Ensuring young people have a voice and a choice increases their feelings of agency, confidence and self-esteem.

Our new, unique management information system 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.



# Parent and Child Arrangements

By the Bridge 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 a positive attachment and receive the support they need to achieve good outcomes. We provide training for foster parents and run a bi-monthly support group. Comprehensive daily observation records are kept by foster parents and Supervising Social Workers complete extra visits to the foster family home where required.

# 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 Supervising Social 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.

Every family is allocated a Supervising Social Worker who is overseen by a Regional Manager and provided with regular access to our Therapists/Psychotherapists. By the Bridge presently operates five regional offices; in Kent, Berkshire, Midlands, Essex and 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 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. 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
- Long service Rewards Scheme
- Duty Supervising Social Workers so that Foster Parents always have someone to talk to
- Open Door Policy
- Dedicated Foster Parent Portal for all policies, documents and FP handbook
- Quality and Improvement Team
- 21 Days Respite
- Foster Talk membership, discounts on goods and services which includes Legal, education, medical and accountancy advice lines, quarterly.
- 24 Hour / 365 Out of Hours on call service
- Travel Allowance
- Holiday Allowance for each foster child
- Initial Clothing Allowance
- Birthday & Festival Allowance for each foster child
- School Uniform Allowance for each foster child
- Co-Foster Parent Group
- Foster Parent Consultancy Group
- Social Events & Activities
- Education Advisor (EAGALs)
- FC Training Hub



# Children and Young People

By the Bridge with Cambian looks after children and young people. Currently we arrange care for over 430 children and young people aged 0-17, placed across the regions 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 provides 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 Supervising Social 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
  - Events & Activities for children young people
  - Access to private contact / review room at By the Bridge with Cambian North West and Yorkshire Offices
  - Opportunity to participate in regional Children's Forum discussion groups
  - Arts Awards Schemes
  - Music/Drama/Media workshops
  - Independence skills award training courses
  - Opportunity for an annual activity holiday
  - Organised regional outings, activities and events
- Regional Christmas activity and present
  - Grow, Achieve, Learn Programme (preparation for independence)
  - Education Advisor/Grow, Achieve, Learn Consultant
  - Education, Participation & Achievements Manager
  - Participation Pledge
  - Arrangements with external providers such as Princes Trust Achieve Programme and Raleigh
  - Sports and social events
  - Welfare Checks are offered when young people go missing
  - Mind of My Own – access to their innovative, award winning apps which allow young people to give feedback directly to us 24/7
- Additional Services**
- Psychotherapy\*
  - Life Story Work\*
  - Speech and Language Therapy\*
  - Outreach work\*
- \*Arranged on request for separate cost





# 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 Quality and Service Improvement function whom work in partnership with the Registered and Regional Managers to ensure the established procedures in place to respond to complaints effectively and to watch for the welfare of children through proactive, 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 have a complaints procedure in place which ensures that 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.

**For any Complaints or Safeguarding queries, please contact your regions Registered Manager:**

**Alasdair Kennedy** (South East) on 01795 841735



# Recruitment, Approval and Training of Foster Parents

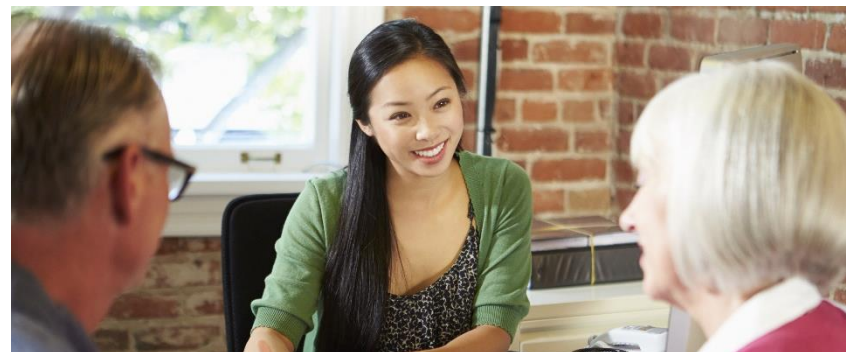
By the Bridge with Cambian looks specifically for families who have the energy, nurturing, commitment and learning capacity to develop a professional career in therapeutic fostering. Applicants are encouraged to enquire from diverse background and life experiences.

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 initial visit where we can assess the families home and have further conversations with all appropriately in the household.

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

Based on all relevant checks and references and completion of all pre approval training, By the Bridge with Cambian will then decide whether to advance applicants to the next stage Assessment. This involves the allocation of an independent assessor (qualified and registered as a Social Worker). Who will complete a Form F assessment this is a thorough and in depth process.

After the family have been through an in depth assessment process, the social work Form F report, independent assessor and statutory check results, along with the family themselves, are then presented to a By the Bridge with Cambian Panel.



# 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 and supported by a Supervising Social Worker.

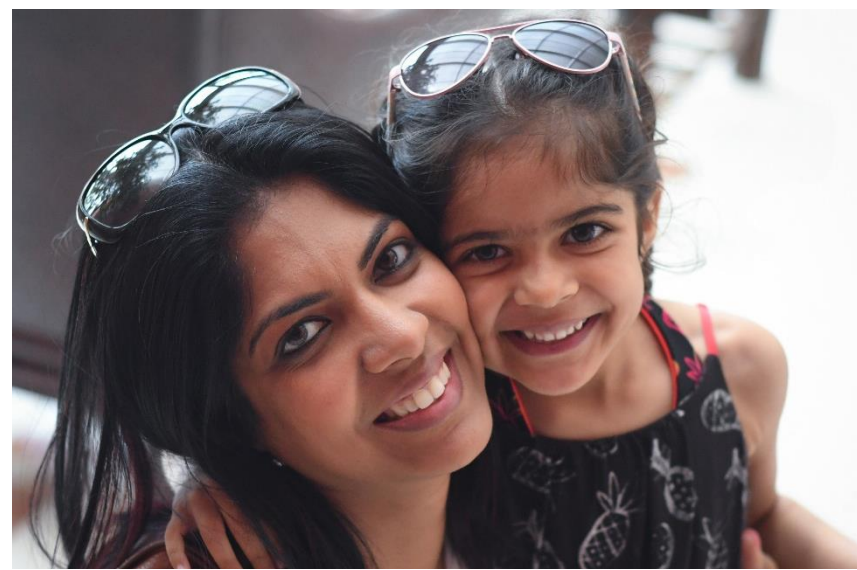
Families are telephoned every week, visited at home every month, and required to participate in monthly interactive group meetings with their Supervising Social Workers. Families also have out-of-hours and weekend access to a qualified social worker, who is continually available by phone to advise, guide 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 an advanced Therapeutic Skills Course.

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 conferences on aspects of its unique approach to fostering, and why its results are exceptional.



# 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 Supervising Social 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 Grow, Achieve, Learn (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 Grow, Achieve, Learn 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.

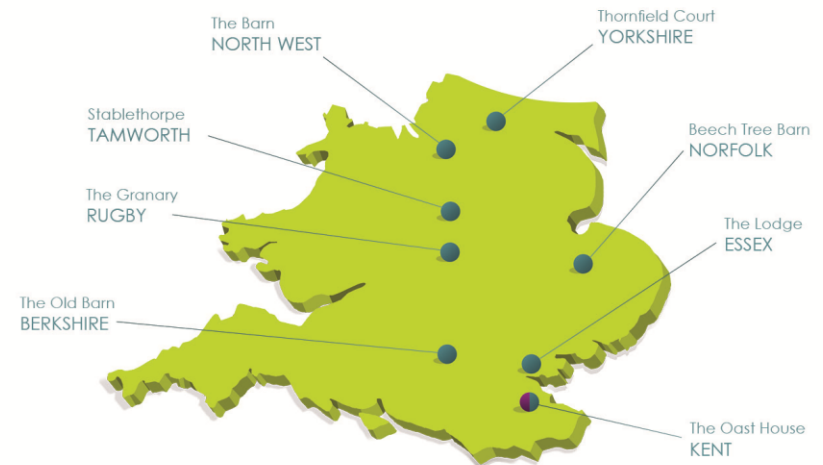
By the Bridge with Cambian currently have six offices throughout the Midlands and South East.

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 separately registered as 'By the Bridge with Cambian North West' (URN: SC066501).

by the bridge  
with Cambian

KEY  
● Head Office  
● Office & Training Location



# Facilities

## South East

The Oast House  
Wrens Road  
Borden  
Sittingbourne  
Kent  
ME9 8JE  
Tel — 0845 450 9944

## Eastern Region

Willow Barn  
110A High Street  
Ingatstone  
Essex  
CM4 0MA  
Tel — 01277 636 388

## North West Region

The Barn,  
122 Hollin Lane  
Styal  
Cheshire  
SK9 4LD  
Tel—0845 894 8092

Beech Tree Barn,  
11 Bury Road,  
Thetford, Norfolk,  
IP24 3PJ  
Tel — 01842 770291

Thornfield Court,  
Bruntcliffe Road,  
Leeds,  
LS27 0QG  
Tel—0113 2537428

## Midlands Region

The Granary  
Newnham Grounds  
Kings Newnham Lane  
Bretford  
Rugby  
CV23 0JU  
Tel — 02476 546160

## Thames Valley Region

The Old Barn  
Ledger Farm  
Forest Green Road  
Fifield  
Maidenhead  
SL6 2NR  
Tel: 0845 602 2655

## Central Services

The Oast House  
Wrens Road  
Borden  
Sittingbourne  
Kent  
ME9 8JE  
Tel — 0845 450 9944  
Email —  
[info@bythebridge.co.uk](mailto:info@bythebridge.co.uk)

Thorpe Estate,  
Stablethorpe Offices,  
Thorpe Constantine  
Tamworth  
B79 0LH  
Tel— 01283 713177  
Email—  
[info@bythebridge.co.uk](mailto:info@bythebridge.co.uk)

