

FAMILY PLACEMENT SERVICE

The Children's Centre Limited
and Associated Companies



STATEMENT OF PURPOSE

ORIGINAL SIGNED BY			
Name	Role	Signature	Date
Linda King	Practice Lead		
Fiona Dawson	Chief Executive Officer		

Owner	Practice Lead	Version No	R1.3	Review Date	30/08/2017
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VERSION CONTROL		
Ver No	Date Approved	Reason for Change <i>(Eg annual review, legislation etc)</i>
R1.0		Baseline Policy approved.
R1.1		Updated following R&I Inspection recommendations May 2017
R1.2		Updated as a joint fostering and adoption statement of purpose August 2017 & new logo
R1.3		Updated with contents page and separate new logos for fostering and adoption

FAMILY PLACEMENT SERVICE



STATEMENT OF PURPOSE

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THE FAMILY PLACEMENT SERVICE STATEMENT OF PURPOSE

Since January 2017, fostering and adoption services are provided through 'Fostering First' and 'About Adoption' respectively, delivered by the Family Placement Service, (FPS) on behalf of The Children's Centre (a registered independent Manx Charity established in 1868).

Fostering First has been operational since 2010 to provide high quality care in family settings for children and young people. About Adoption has been provided on behalf of the Isle of Man Department of Health and Social Care (DHSC) since 2013.

Mission

The Children's Centre develops, manages and pioneers a variety of community initiatives and services aimed at enabling children, young people and families to realise their full potential. We are an independent Manx Charity, undertaking our own projects and working with others, to put children, young people and families first.

Vision

Is to put children, young people and families first, and by doing so make the Isle of Man a safe and progressive community, one of the best environments in the world to be born, raised and live.

The Children's Centre:

- Recognises the UN Convention on the Rights of the Child and has a Safeguarding Policy in accordance with guidance from The Isle of Man Children's Safeguarding Board.
- Is registered with the Office of Data Protection Registrar as a Data User, and follows the Data Protection Act 2002 with regard to storage of personal information.
- Upholds the Equality Act 2010.
- Promotes standards of Safety, Health and Welfare that comply fully with the terms and requirements of the Health and Safety at Work Act 1974, as applied to the Island, and all other relevant statutory provisions and approved codes of practice.
- Is committed to provide its staff with appropriate training, developmental and educational opportunities that will enable them to acquire the skills and competencies required by The Charity, and for their own personal and professional development.

The Family Placement Service Statement of Purpose

To support and develop parents and foster carers to empower children and young people to achieve their full potential

- Through working together in an honest and respectful way
- By valuing individuality and diversity
- By helping children to have a place to belong

Standards of Care to Be Followed

Fostering First is committed to complying with The Regulation of Care Act 2013, The Regulation of Care (Care Services) Regulations 2013 and meeting or exceeding The Isle of Man Minimum Standards 2007, amended 2013.

Regular monitoring which contributes to assessing the effectiveness of the organisation is carried out by the Service Lead and Team Leaders in the following areas:-

- Any complaints made and the outcome
- Consideration of any quality of Care concerns raised and the outcome
- Consideration of Child Protection Investigations (involving Foster Carers or children in foster placements) and the outcome
- Any Statutory Notifications of Events
- Quality Assurance information and feedback obtained through the Panel process

Findings are presented to the Chief Executive Officer (CEO) and The Children's Centre Board of Trustees for further scrutiny. In addition a schedule of non-financial audits is approved by The Board of Trustees.

Appropriate data is shared with DHSC during quarterly Partnership Meetings.

Fostering First Aims and Objectives

- To recruit and maintain a sufficient number of Foster Carers who have the potential to fully meet The Isle of Man Fostering Standards.
- To provide for sibling groups to be placed together when this is in their best interests.
- To support Foster Carers to achieve the maximum skill level through training, supervision and annual appraisal.
- To match foster carers abilities and skills with the assessed needs of children requiring placement.
- To provide Foster Carers with training, support and supervision in line with training and development standards.
- To review the service provided by Foster Carers at regular intervals and amending training and development plans accordingly.
- To review the performance of the service and staff at regular intervals within a quality assurance framework to inform service learning and development.
- To work in partnership with DHSC through quarterly meetings, including a review of the Department's Sufficiency Duty and Fostering First's capacity to meet need and thereby contribute to a service development plan.

Fostering First Principles

- The child's welfare, safety and needs are at the centre of their care.
- Children should have an enjoyable childhood, benefitting from excellent parenting and education, enjoying a wide range of opportunities to develop their talents and skills leading to a successful adult life.
- Children are entitled to grow up in a loving environment that can meet their developmental needs.
- Every child should have his or her wishes and feelings listened to and taken into account.

- Each child should be valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self-confidence and self-worth.
- The particular needs of disabled children and children with complex needs will be fully recognised and taken into account.
- The significance of contact for looked after children, and of maintaining relationships with birth parents and the wider family, including siblings, half-siblings and grandparents, is recognised, as is the foster carer's role in this.
- Have the opportunity for as full an experience of family life and childhood as possible, without unnecessary restrictions.
- The central importance of the child's relationship with their foster carer should be acknowledged and foster carers should be recognised as core members of the team working around the child.
- Foster carers have a right to full information about the child.
- It is essential that foster carers receive relevant support services and developmental opportunities in order to provide the best care for children.
- Genuine partnership between all those involved in fostering children is essential for the Isle of Man Fostering Services Minimum standards to deliver the best outcomes for children; this includes the DHSC, other statutory agencies, FPS and foster carers.

Fostering Range of Services Provided

Fostering First provides family based care for children aged from 0 – 18 who are unable, for whatever reason, to live within their own families or for whom short breaks are needed to maintain them in their own home. Some young people aged 18 plus, may remain in their foster homes as agreed through the Care planning process under the Supported Lodgings Scheme. The range includes:

- Regular short break care to support families and prevent family breakdown eg when a child or parent has a disability or long term illness.
- Short term foster care to support families through crises, whilst plans are being made regarding a child's long term future, or in an emergency to protect a child from harm.
- Permanent substitute family care by way of long term foster care, for children who cannot return to their birth family.
- Specialist placement designed to meet the complex needs of a small number of children/young people.
- Assessment and support for Family and Friends Foster Carers.

Approved Foster Carers deliver this service to individual children in partnership with the children's Social Worker, Education and Health staff.

The child's Care Plan is the overarching plan which co-ordinates all services for children, and is reviewed at Looked After Child Review Meetings at a minimum.

The role of the Foster Carers is contained within the Placement Plan and the carer's capacity to meet the aims of the Care Plan is reviewed by the Fostering Service through Supervision, the Annual Home Review process and scrutinised by the Fostering Panel at regular intervals.

Recruitment Strategy:

- On receiving an enquiry from potential Foster Carers, basic information is sought.
- If both parties feel it is appropriate, an initial visit will be arranged at the earliest opportunity, during which an application pack and literature is discussed about fostering with Fostering First.
- Following a positive conclusion to the initial visit, the potential Foster Carers will be invited to Fostering First's next available Preparation Training.
- Following positive feedback from the course facilitators, the process for undertaking all necessary checks then begins. A qualified Social Worker carries out a full assessment and will visit each applicants home generally on six to nine occasions, some together and some apart if a couple, to meet and collect information about all members of the household, and review the applicant's experiences and skills in relation to fostering. Where applicable, ex partners are contacted and interviewed.
- The information obtained forms the basis of an assessment report. Fostering First uses the British Association for Adoption and Fostering (BAAF) Framework.
- The content of the Form F Assessment Report is shared with the applicant and then presented to the Fostering First Panel.
- The Panel makes recommendations about the suitability of applicants to be approved as Foster Carers within Fostering First.
- The Agency Decision maker receives the recommendations of the Fostering Panel, and, on behalf of the service, makes the final decision about approval and appointment.
- Post approval, Foster Carers must undertake training as part of their development.
- Annual Home Reviews are carried out by Fostering First.
- Fostering First considers retention of Foster Carers to be crucial and to this end we provide good supervision, a comprehensive training programme, a range of activities to show recognition and appreciation of Foster Carers along with participation in the organisations development

Foster Carer Recruitment and Child Placement Activity

Fostering First provides quarterly and aggregated performance information relating to Foster Carers recruitment and child placement to DHSC through Partnership Meeting Reports and to the Trustees of the Children's Centre.

Foster Carer Recruitment, Approval and Training

A programme of promotional events, activities, drop ins is planned annually, with input from Marketing Consultants.

Recruitment

Fostering First looks specifically for families who have the home space, motivation, time, resilience and energy to look after a child and who have a commitment to undertake all training. Applicants are encouraged from diverse backgrounds and life experiences.

Assessment

It is a minimum requirement that a foster carer has a spare room available for a looked after child. The Family Placement Service uses qualified social work staff to undertake assessments. The timescale from assessment to approval is approximately 6 to 9 months.

For new applicants, statutory checks and personal references are undertaken. This may include:

- enhanced disclosure and barring service check (DBS) on the applicants and any adults in the household over the age of 18
- DHSC checks
- employer references
- school reports
- medical reports
- details of applicants own children
- at least 2 personal references for each applicant
- financial assessment
- landlord references

The assessing social worker will undertake a comprehensive assessment with the prospective foster carer and their family, and will produce a report for Panel.

The assessing social worker will visit the prospective foster carer on several occasions at their home to spend time working with the applicants on their assessment. The assessment is a joint project and will require full participation from applicants and their family. As part of the assessment process, potential carers will be required to complete Skills to Foster training. Once the Skills to Foster assessment report has been completed and seen and signed by the respective foster carers, and all their checks are satisfactory, then the application is discussed by the Fostering Panel.

Panel

The Family Placement Service has a Fostering Panel that sits on a scheduled basis. Applicants and approved foster carers are invited and supported to attend Panel in person. There must be five voting people attending Panel, which has to include two independent members and a qualified social worker with three years' experience in children's services. Panel is made up of a variety of people who have the appropriate qualifications and/or experience.

The Panel members read all of the reports before Panel sits and at Panel they have further discussions. They will form a view about the applicants and ask questions to the presenting social worker. They will make recommendations for approval or they can defer making a recommendation for further information to be provided. The Agency Decision Maker (ADM) will make the final decision about approval.

Post Approval Training

Once approved, all foster carers are required to attend training. We have a range of trainers running a generic and speciality training programme. The annual training programme includes the mandatory training for all foster carers and developmental training to meet specific needs.

All foster carers have an annual review which is an opportunity to appraise the last year of their foster care and set new goals and actions for the year ahead. Training needs are also assessed and identified. There is a wealth of consultation undertaken prior to the foster carer's review.

The Family Placement Service provides support groups and fun days, which cater to fostered children and foster carers birth children.

About Adoption

About Adoption provides a service relating to all aspects of adoption including recruitment of adopters, placing children for adoption and post-adoption support as well as intermediary services for adults including birth parent support.

About Adoption Aims and Objectives

- To ensure that children who are not able to live with their birth families grow up in safe, secure, nurturing and healing families where they are able to develop to their full potential.
- To encourage adopted children to develop a positive sense of self and identity, based on a clear understanding of their unique background and history as well as being secure of their place and value within their accepting, loving and nurturing adoptive families, where fun and laughter are part of everyday life.
- To ensure adopted children are enabled to develop life-long, trusting relationships to support them in their journey into adulthood and beyond.
- To enable Adopted children to be able to have pride in their achievements, make friends and become adults who make a positive contribution to society.
- To ensure that adoptive families are thoroughly prepared, assessed, and supported so that they become competent and confident in the important task of caring for children with difficult backgrounds and complex needs.
- To provide adoptive families, adopted adults, and others with whom they are connected, with the comprehensive, high quality advice, guidance and support they need, at the times that they need it.

About Adoption Principles

- The **Wellbeing** of the child is paramount.
- The child's **Rights** are valued and upheld.
- The child's **Needs** will be met.
- Children, birth parents and adopters are treated with **Respect, Honesty and Sensitivity**.
- A sufficient number of **Prospective Adopters** are recruited for the Island's children who are assessed and approved to meet The Isle of Man Adoption Minimum Standards.
- **Adoptive Placements** are provided following rigorous **Matching** processes, ensuring that the adoptive parents are likely to be able to meet the child's assessed and future needs into adulthood.
- Adoptive placements are appropriately **Supported** so as to minimise the risks of disruption.
- **Life-long Learning and Development** opportunities are provided to adoptive families during assessment, after approval, and following placement.
- **Advice and Guidance** is made accessible to the adoptee and the adopter on a life-long basis after the Adoption Order has been made.
- **Work in Partnership** with other agencies and professionals, whilst respecting the family's **Confidentiality**.
- **Participate** in quarterly meetings with the **DHSC** to provide feedback on progress towards objectives and to shape the future needs of the service.
- Work with **Child Protection** in mind and follow the Isle of Man's **Safeguarding** procedures.
- Recruit suitably **Qualified and Registered** staff to deliver the service.

- The **Performance** of the service and staff is reviewed at regular intervals within a **Quality Assurance** framework to inform service learning and development.
- Engage and co-operate with regular **Inspections** of the service in order to maintain and drive up standards within the Agency.

Adoption Standards of Care to be Followed

About Adoption is committed to complying with The Regulation of Care Act 2013, The Regulation of Care Regulations 2013 and meeting or exceeding The Isle of Man Minimum Standards for Adoption 2013.

A review is currently taking place (April 2017) into existing Isle of Man Adoption Legislation, Policy and Practice, which is likely to come into statute in 2018. Meanwhile, About Adoption is proud to be tasked with continuing to take a lead role in the provision of the Adoption service, along with technical expertise to other agencies around Best Policy and Practice.

Regular monitoring which contributes to assessing the effectiveness of the organisation is carried out by the Agency Managers in the following areas:

- Any complaints made and the outcome.
- Consideration of any quality of Care concerns raised and the outcome.
- Consideration of Child protection Investigations (involving parents or children in adoptive families placements) and the outcome.
- Any Statutory Notifications of Events.
- Quality Assurance information and feedback obtained through the Panel process.
- Findings are presented to the Chief Executive Officer (CEO) and The Children's Centre Board of Trustees for further scrutiny.
- A schedule of non-financial audits is approved by The Board of Trustees.
- Appropriate data is shared with DHSC during quarterly Partnership Meetings.

Adopter Recruitment Strategy

- In recent years, the number of children with a care plan of adoption has been between 3 – 6 children per year. The FPS Service Manager attends the Commissioner's Permanence and Legal Panel to assist the Department with sufficiency planning in relation to the availability of approved and waiting families who are resident in the Isle of Man.
- About Adoption provides quarterly and aggregated performance information relating to Adopter recruitment and child placement to DHSC through Partnership Meeting Reports and to the Trustees of the Children's Centre.

Assessments and Reporting

- Recruitment and Assessment of Prospective Adoptive families seeking to adopt from the Isle of Man or elsewhere.
- Family Finding, Matching and placement of children resident within the Isle of Man through to an Adoption Order being granted in the IoM or elsewhere.
- Matching and placement of children resident outside the Isle of Man who are being considered for adoption by an Isle of Man resident.
- Carrying out viability assessments and reporting to the Court under Special Guardianship arrangements (SGO).

- Reporting to Court on Step-parent adoptions (where a birth parent wishes their partner to adopt their own child).
- Pregnant women and their partners considering adoption for an expected child?

Response to Enquiries

- Providing information, advice and support to:
- Birth families losing their children to adoption.
- Adoptive Parents in relation to the care of their adopted child /children including attachment issues.
- Adopted Adults seeking counselling or information about their adoption and birth family / history, including direct support to adults tracing their family of origin and adoption records.
- Adults seeking intermediary services regarding children or family members who have been adopted, including review and variations to contact arrangements.
- Special Guardians (carers who have been granted a Special Guardianship Order) in relation to the child /children in their care.

Letter-Box service

- Provided to adopted children, their adoptive and birth families, to facilitate the exchange of information safely between the birth family and the adoptive family
- Research tells us that adoptive families who are able to promote and facilitate a safe level of communication about birth family and contact supports the development of a healthy, positive sense of Identity and Self-Esteem as the adopted child makes the transition into adulthood.
- Letter-box is the most commonly accepted method of in-direct contact by which Adopted children are enabled to grow up with an appropriate level of knowledge and understanding about their background and birth family.

Specific Services Offered to Prospective Adopters and Adoptive Families

Adopter Recruitment

On receiving an enquiry from potential adopters, basic information is sought and given. If both parties feel it is appropriate, an application pack will be sent through the post. The applicants can then request to attend an information session held by the agency. After this an initial visit will be arranged at the earliest opportunity, if both parties feel this is appropriate.

Following a positive conclusion to the initial visit, the potential adopters will be invited to About Adoption's next available Preparation Training. Following positive feedback from the course facilitators, the process for undertaking all necessary checks then begins. The aim is for the assessment process to be completed within six months. The assessment is undertaken by a qualified and HCPC registered Social Worker, with every effort being made to ensure that there is no avoidable delay.

A qualified Social Worker carries out a full home-study assessment and will visit the applicants home generally on six to eight occasions, (some together and some apart if a couple), to meet and collect information about all members of the household, and review

the applicant's experiences and skills in relation to adoption. Where applicable, ex-partners are contacted and interviewed.

The information obtained forms the basis of an assessment report. About Adoption uses the British Association for Adoption and Fostering (BAAF) Framework. (Prospective Adopters Report 2013). The content of the Prospective Adopters Report is shared with the applicant and then presented to the Independent Adoption Panel. The Panel makes recommendations about the suitability of applicants to be approved as adoptive parents.

The Agency Decision maker receives the recommendations of the Panel, and, on behalf of the Department of Health and Social Care, makes the final decision about approval and appointment.

Post approval, adopters are invited to continue their development through reading, sessions with their social worker and post approval training. Annual approval reviews are carried out if the applicants have not been matched with a child within the first year, and again in any subsequent years.

Adoption Preparation and Training

Initial training is provided to ensure that Prospective Adopters go into the Adoption process with the necessary information, knowledge and skills they require to meet the needs of the children who have a care-plan of Adoption. This includes understanding the specialist and often more complex needs of sibling groups, older children, children with disabilities and those whose care plan is Foster for Adoption. Further, more in-depth preparation is then offered for prospective adopters who wish to be approved as adopters for such children; this may continue up to the time a child is placed depending on the situation and level of complexity.

Pre-Approval and Pre-Adoptive Placement

Whilst being trained, prepared, assessed, approved, and matched with a child, and in the months following a child having been placed, a Social Worker is allocated to the family to provide dedicated support and guidance through the whole process right through to the Adoption Order being granted by the court.

Post-Adoption

Once the Adoption Order has been granted, a Duty Social worker telephone service is provided during office hours Monday to Friday to discuss information or advice about any difficulties or issues that an adoptive family may be facing at any time during the adopted child's minority.

Should an adopter consider that their situation requires some form of direct intervention, they may request that an assessment be completed in order to establish the level of support needed. The Service Manager will consider the appropriate response of the About Adoption service which may be a face-to-face meeting in the office or the family home, to or referral to a more appropriate agency, (eg Health or Education). In some cases, and subject to funding being available from the DHSC or other placing authority, the commissioning of a therapeutic work (eg. Theraplay) with the adults / children may be made available.

Post-Adoption Training and Development

Adoption is a life-long process and the needs of the adopted child / children will change as they mature. Adoptive parents are offered on-going access to specialist training and learning and development opportunities for the duration of their adopted child's minority. This enables adopters to further develop their skills and knowledge as well as to meet other adoptive families at regular support groups and training events. Support groups are chiefly there so that adopters can develop links and network with other adopters however FPS staff are also on hand to offer advice on themes or issues in common which may be of interest to a number of families. Speakers on specific topics may be brought in to inform everyone on a range of subjects according to need and interest, such as Safeguarding.

Fun Days and Children's Support Groups

Adopted children and their siblings are invited to take part in regular events where they can meet other children in similar circumstances so that as they grow up they understand that although they may feel or be seen as 'different' they do not need to feel isolated. They can share their thoughts and feelings with others in a safe space as well as having a lot of fun.

FPS - COMPLAINTS

- The Family Placement Service Complaints Policy places an emphasis on resolving complaints at a local level where appropriate. All Foster Carers, Adopters and Prospective Adopters are provided with the agency complaints policy procedure.
- Records of investigations and the outcomes of complaints resolved informally are held by The Family Placement Service and collated to share with DHSC to inform service improvement.
- A Whistleblowing Policy is in place in order that concerns which do not appear to come under the Complaints procedure may be raised and addressed.

FPS - SAFEGUARDING

- The Family Placement Service is committed to ensuring that children and young people placed in their care are protected from abuse, exploitation and harm. All allegations of abuse made by children will be reported in line with procedure and operates within agreed Multi Agency Child Protection Procedures.
- Where an allegation is made against foster carers or adopters, the Family Placement Service will ensure that communication and support is maintained throughout any subsequent enquiry.

Family Placement Services Staffing, Qualifications and Experience

Name	Role	Qualification	Experience
Linda King	Practice Lead	<ul style="list-style-type: none"> • BTEC Management Studies • CQSW • MA Tavistock and Portland NHS Trust in Therapeutic Social Work management • Advanced Award in Social Work 	<p>Previously led LA Fostering and Adoption Services in England. Responsible for meeting service aims and objectives and joined the children’s Centre in January 2016</p>
Sharon Batchelor	Interim Service Manager FPS	<ul style="list-style-type: none"> • BSc. Social Work Studies • Prince 2 Project Management • Level 5 social Care 	<p>16 years management experience within a range of social care and family placement settings. Registered manager for 2 Independent Fostering Agencies. Leaving September 2017.</p>
Pam Jennings	Team Leader FPS	<ul style="list-style-type: none"> • Certificate in Education (Teaching Qualification) • CSS- (Social Work Qualification) • B.Sc. (Hons) Social Work • Advanced Award in Social Work • Post-Graduate Certificate – Child Development • Level 4/5 Residential Care Manager 	<p>34 years experience in social care; senior practitioner and managerial roles in Children and Families; specialising in Fostering (12 years) and Adoption (4 years), especially training and assessment. Lead on concurrent care placements within Cambridgeshire Joined FPS April 2017 as Team Leader.</p>
Angela Fairbairn	Team Leader FPS	<ul style="list-style-type: none"> • BA (Hons) Social Work 2009 • CMI Level 4 diploma in Business Management • NNEB 	<p>4 years experience in Isle of man Adoption Service. 8 years post qualifying experience- working in family support and fostering before recent move to Adoption. Prior to this 20+ years experience working with children and families in a variety of different settings, including residential care, family centre, DHSC and supervised contact centre.</p>

Name	Role	Qualification	Experience
Danny Murray	Social Worker	<ul style="list-style-type: none"> Social Work, CQSW 	13 years as Regional manager in Adoption and Fostering Service, responsible for the Mid-West Region of Ireland. Joined FPS January 2017.
Michael Ffoulkes	Social Worker	<ul style="list-style-type: none"> DB. Diac. Dipl. in Personnel management. Certificate in Labour Relations. Post Graduate Marriage Counsellor and Trauma Counselling (all gained in South Africa as part of Social Work Qualifying course) 	4 years working in fostering service in England; completing Form F assessments and Connected persons assessments. Joined FPS April 2017.
Sharon Willetts	Social Worker	<ul style="list-style-type: none"> Dip Sw Higher Award in Children's Social Care Trained in Therapeutic Crisis Intervention (behaviour management techniques) 	14 years social work with Hertfordshire County Council. 1 year as specialist fostering supervising social worker for children with high risk challenges in placement. Joined FPS May 2017.
Samantha Taylor	Social Worker	<ul style="list-style-type: none"> Experience within fostering and adoption 	
Vacancy	Social Worker	<ul style="list-style-type: none"> Offer of employment made. Anticipated start date September 2017 	
Vacancy	Social Worker	<ul style="list-style-type: none"> Offer of employment made. Anticipated start date September 2017 	

Name	Role	Qualification	Experience
Vacancy	Social Worker		
Sarah Hardinge	Support worker	NVQ Level 3 Childcare – Health and Social Care	18 Years Residential Service working in Partnership with Children and Families in Residential Care. Joined FPS in February 2015.
Rowena Gough	Support Worker	BA (hons) Social Anthropology and Criminology	I started working for FPS in July 2015 (Fostering First) having worked in Education for 8 years. Lived in the Isle of Man for 10 years having moved here with my son from Lincolnshire and love the island. Varied role in supporting carers and organising recruitment events etc.
Kristy Canipa	Support Worker	QCF Diploma (Learning Disabilities Pathways) Health and social Care	Started working for FPS (Fostering First) in July 2016. Prior to this, worked for DHSC 14 years, as support worker for adults with learning disabilities. During my time there, I gained a lot of expertise covering a range of areas; e.g. Communication, Equal Opportunities, Abuse and Protection, safeguarding, values into practice, data protection etc.
Vacancy	Support Worker	<ul style="list-style-type: none"> Offer of employment made. Anticipated start date September 2017 	
Lisa Massam	Office Manager	BTEC in Business, finance and Secretarial studies	23 years Senior Administration Management experience including Merseyside police and Nobles Hospital with a broad knowledge of policies, process, risk assessment and business continuity

Name	Role	Qualification	Experience
Helen Abbott	Data/ Business Support – start date 24/07/2017		
Fiona Budd	Office Administrator	<ul style="list-style-type: none"> • Level 2 City & Guilds – Working with Parents • Level 2 City & Guilds Equality and diversity • Level 3 NVQ child-care • Diploma – Child Psychology 	Volunteer support worker in family centre. Administrator in family centre nursery. Previous experience working with children, including Looked After children and adopted children in a day-care setting. Joined FPS in September 2016.

FAMILY PLACEMENT SERVICE - STRUCTURE CHART (page 18)

