

RECRUITMENT & ADVERTISING PLAN AUTUMN-WINTER 2011	ACTION	COST IMPLICATIONS
<p>>In the Autumn of 2011 the R&A Team will repeat the highly visible and successful recruitment campaign of Summer 2011 organised by Stuart Wilson & Graham Puckering.</p> <p>This campaign is anticipated to re-launch in the second half of October (after the Leeds school half term).</p> <p>The radio advertising will last 4 weeks, mid October to mid November.</p> <p>The CBS Outdoor advertising, which will include bus and rail, will last 6 weeks from mid October to the end of November.</p> <p>>On Monday 3rd & Wednesday 19th October the R&A team will be holding fostering open evenings at the Civic Hall between 6-7:30pm. Each open evening will be staffed by three qualified Fostering Officers.</p> <p>Both fostering open evenings are currently being advertised on the Leeds Fostering website.</p> <p>Both fostering open evenings will be advertised in the local free weekly newspapers, the Pudsey Times, the Warfe Valley Times & the Leeds Weekly News. The adverts will be 15cm by 8.7cm in colour.</p>	<p>Stuart Wilson and Ben Whitehead to meet with CBS Outdoors on Wednesday 21st September 2011.</p> <p>Stuart Wilson and Ben Whitehead to meet with Radio Aire & Magic 828 on Wednesday 21st September 2011.</p> <p>Ben Whitehead and Hayley Bedford (Sales Executive - Yorkshire Evening Post) have agreed the modified 'do something amazing' advert.</p> <p>Contract signed.</p>	<p>The summer radio campaign totalled £4000. The anticipated cost for the autumn/winter campaign will be less as we are re-using the summer advert.</p> <p>The summer CBS outdoors (bus & rail) campaign totalled £7000. The anticipated cost for the autumn/winter campaign will be less as we are re-using the summer advert.</p> <p>The two adverts in three local free newspapers total £1190.68.</p>

<p>The adverts will be placed on Thursday 29th September & Thursday 13th October.</p> <p>>Ongoing advertising commitments</p> <p>Yell.com / Yellow Pages & Thompson Local.</p>	<p>No action needed throughout Autumn & Winter 2011. Current ongoing advertising commitments shall be reviewed as part of the Spring & Summer recruitment strategy.</p>	<p>Total cost for Yell / Yellow Pages from September 2011 to September 2012 totals £1605.80 Thompson local totals £164 p/a.</p>
<p>Six colour adverts in the Primary Times (West Yorkshire) throughout 2011.</p>		<p>Totalling £990</p>
<p>Four colour adverts in the Leeds Teaching Hospital staff bulletin throughout 2011.</p>		<p>Totalling £299</p>
<p>Advertising in the Leeds Grand Theatre publication.</p>		<p>Totalling £150</p>
<p>Advertising in the West Yorkshire Playhouse publication from the 21st September to the 21st January 2012.</p>		<p>Totalling £600</p>
<p>>Between the end of September and end of December the R&A team shall be running a 'spread the word' initiative aimed at all currently approved carers. A leaflet will be placed in the next carer post out informing carers that should they recommend another household to foster with Leeds and they go onto be approved the</p>	<p>Leaflet has been designed. Stuart Wilson to post out by the end of September.</p> <p>The two area Fostering Managers have been informed of the initiative.</p> <p>Ben Whitehead to attend Foster Carer Support</p>	<p>Totalling £100 worth of high street vouchers per approved foster carer.</p>

<p>referring carers will receive high street vouchers.</p> <p>>Between October to December the R&A team will be placing stand alone 6ft pop up fostering recruitment banners at council leisure centres across the city. Each pop up banner will be placed in a high visibility area (e.g. reception) for between two and three weeks.</p> <p>>Adoption & Fostering Website. An external adoption and fostering recruitment website has been requested to enable to L/A to compete with the Independent Fostering Agencies web-pages. The Graphic Design Department have completed several impressive mock ups of which we have identified our favourite.</p> <p>>From September onwards we shall try and open up lines of communication with Bradford, Wakefield, Calderdale & Kirklees councils regarding foster carer recruitment within the West Yorkshire region.</p>	<p>Groups and the Foster Carer liaison group to raise awareness.</p> <p>If the initiative is successful the end date can/will be extended.</p> <p>Ben Whitehead has been in email contact with Ian Waller (Sport Operations Manager) re which particular leisure centres to use.</p> <p>Ben Whitehead has been working with Danielle Brearley (Senior marketing manager - Communications team). Danielle has put the proposal to the Children's Services Leadership Team however we believe this has not yet made it to agenda status.</p> <p>Ben Whitehead has spoken with appropriate person within each L/A. Anita Trainor (Kirklees), Hugo Walters (Bradford), John Herron (Calderdale), Wakefield ?. Possible meeting at the end of September.</p>	<p>n/a</p> <p>An external website will need to be created and maintained by an external web-design company at a cost to the department.</p> <p>n/a</p>
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Recruitment Budget: The recruitment budget for 2011/12 was £40.000 p/a. There may be a pressure on resources to fund the external website. As indicators show most new recruits research on the internet this development is key to the strategy.

ASSESSMENT TEAM PLAN	ACTION AUGUST 2010	PLANNED OUTCOME	REVIEW – SEPTEMBER 2011
Develop duty process system for the recruitment fostering service	<p>Create a duty rota that reflects the skill and expertise of the duty worker in addition to the tasks and responsibilities required</p> <p>Move to take enquiries direct to the allocated duty worker</p> <p>Develop an enquiry form that gathers information appropriately</p> <p>Identify delegation of decision making within the process to ensure swift decision making and avoidance of delay in the process</p> <p>Review Fostering officers involvement with duty their frequency role and responsibilities.</p>	To develop a cohesive process that progresses enquiries efficiently and enables data to be collated appropriately ensuring a swift response to all enquires	<p>This has been set up and is now and runs each day for half a day. Every fostering officer completes a duty week every 5th week.</p> <p>All enquiries are dealt with in the first instance by the duty worker. These are picked up now within 24 hrs (excluding weekends) of contact with the Local Authority.</p> <p>Work has been completed in developing new documentation around screening potential applicants at an early stage. This is now completed and recorded by using the 'Initial contact sheet' that is served to the server.</p> <p>Delegation of decision making within the recruitment process is both clearer and swifter.</p> <p>A review of the fostering officer's role has taken place and the role is developing. New roles within the recruitment team are being considered which will further change and develop the fostering officers role.</p> <p>Currently the recruitment team are not linked to placement service duty however links to the long term fostering meetings and the placement panel</p>

	<p>Consider any link to the placement service duty and any advantages and disadvantages this may bring</p> <p>Consider in detail administrators role in fostering recruitment duty identifying tasks timescales and actions.</p> <p>Develop system for ensuring initial visits are arranged and undertaken in a timely manner</p>		<p>are being developed.</p> <p>The administrator for the service is now located within the team and roles and responsibilities of the administrator are much clearer.</p> <p>Helen Cooper – Over see's all prospective foster carer statutory checks and makes assessment files.</p> <p>Emma Reddington - Over see's 'skills to foster' and 'we foster too' invites and confirmations.</p> <p>There is now a clearer process and initial visits are being undertaken in a much more timely manner.</p>
Identify process for progression of fostering enquires	<p>Consider requirements for progression of enquiries to assessment</p> <p>Identify a protocol for assessments linking to new duty system and identify timescales for action</p> <p>Identify allocation of work processes to assessment</p>	<p>To reduce overall waiting time from enquires to contact and ensure more enquiries successfully progress to assessment.</p>	<p>Significant work has been done around the progression of registrations of interest to assessment. Each expression is considered on an individual basis.</p> <p>All households meeting 'minimum criteria' will received a home visit from a fostering officer. On occasion this has happened on the same day. The fostering officer always books a home visit at the time of contact and will be flexible with their diary.</p> <p>No specific work has been done in relation to</p>

	<p>Consider how quickly the independent sector respond to enquires compared with the Local Authority</p> <p>If possible identify and clarify where individuals have approached the LA and why they have chosen an independent agency rather than Leeds City Council.</p>		<p>gathering why or why not an individual chooses the Local Authority.</p> <p>Initial impressions: Why households don't choose the L/A:</p> <ul style="list-style-type: none"> • Leeds FO's may suggest the carer comes in at a level 2/3, this means the IFA pays more. • Historical poor impression of the L/A. Believed to offer a slower service. <p>Why households do choose the LA:</p> <ul style="list-style-type: none"> • A sense of loyalty to the L/A • Don't want to work for a company that makes money out of children. • Won't have to wait for a placement • Ability to work with 0-5 years age group. • Present: impressed by our quick and professional response.
Develop a staff team within the fostering recruitment service to address and promote changes and developments within the service	<p>Consider structure and management of service in respect of meeting identified needs/targets.</p> <p>Link new posts closely with fostering and placement teams</p>	To enable more efficient use of resources and fulfil and develop role of recruitment of foster carers in a timely manner	<p>Most positions within the team are now filled.</p> <p>1 x Team Manager 4 x F/T Fostering Officers 1 x Agency Fostering Officer (<i>F/O vacancy</i>) 1 x P/T Fostering Officer (supernumerary)</p> <p><i>1 x F/T Foster Advisor (At present this post is awaiting approval/funding)</i></p>

	<p>Promote and recruit to vacant posts within the service.</p> <p>Identify interim measures to meet service need if posts are not successfully filled</p> <p>Consider use of independent social workers to undertake assessments increasing capacity of service in a cost effective manner</p> <p>Consider role and responsibilities of administrator within recruitment service</p>		<p>The use of independent social workers has commenced for some specific assessments ensuring there isn't delay in completing assessments. Currently we have to agency long arm agency social workers completing 3 Form F Assessments.</p> <p>An advert for non-agency independent Social Workers has been completed and is currently with Human Resources. The positions shall be advertised shortly.</p> <p>The Recruitment and Assessment Manager will recruit a bank of Independent Social Workers, assessments will be allocated when all Recruitment & Assessment and Area Fostering Officers do not have capacity.</p> <p>Two Social Work students will be joining the team in November for 100 days. They will undertake all aspects of the fostering officer role and be of no additional cost to the team.</p> <p>Proposal for a P/T Marketing Officer to be based within the team. This is a common position within the independent sector and a growing number of local authorities. Position would link/work with corporate communications team.</p>
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Develop and consider the role of the fostering officers within the recruitment team	<p>Develop clarity of the fostering officers role and function linking into current and proposed practice</p> <p>Identify role in duty, initial visits and assessment.</p> <p>Identify tasks and responsibilities that may be taken out of the current teams.</p> <p>Consider specialist foster carer's, their recruitment and assessment</p> <p>Consider fostering officers roles in specialist recruitment</p>	To provide an effective fostering officer role that promotes and links into the recruitment services overall aim.	<p>Development of the fostering officers role is on-going. It is likely to change further with the development of the new posts within the team.</p> <p>Presently the role of a Fostering Officers is to undertake 3 Form F Assessments at any one time, undertake duty every 5 weeks, undertake home visits and run 'skills to foster' and 'we foster too' training.</p> <p>One of the Fostering Officers offers 'professional consultation' to one of the Independent Social Workers.</p>
Identify link with placements and trends in service need	Consider effective processes that will identify and link LA fostering	To have a communication between fostering	Work is being done with regard to linking in the recruitment service to placement panel and to the long term fostering meetings.

	<p>requirements and trends to recruitment</p> <p>Consider recruiting specific carers for individual children with complex needs</p> <p>Consider recruiting carers for specific children waiting for long term matches.</p>	<p>recruitment and placements that will allow for developments within the service that will meet need.</p>	<p>Further work is being done around identifying trends in need and consideration to targeted campaigns is to take place.</p> <p>No work has been done on specific campaigns for specific children however there are links with the wider LCC communications service and this may be something that will be led by them.</p>
<p>Develop a marketing strategy for fostering recruitment in Leeds</p>	<p>Develop and identify appropriate job description person spec regarding marketing manager/officer</p> <p>Specifically consider the existing marketing plans and develop in line with an agreed strategy</p> <p>Consider capacity of individuals against available budget to successfully campaign for new carers</p>	<p>To provide a marketing strategy that will meet the needs of the recruitment service.</p>	<p>See Recruitment & Advertising Plan above.</p> <p>A successful marketing campaign has taken place between April and June and figures demonstrating success are available.</p> <p>Links to LCC communications team are now in place and they are supporting future campaigns and marketing strategies.</p> <p>The budget responsibility for marketing has moved to be managed by the recruitment team manager.</p> <p>Issues regarding website design and process remain a challenge. The need for change and development has been acknowledged and the</p>

	<p>Consider linking in with existing fostering teams recruitment strategies</p> <p>Consider changes and developments to Leeds City Council Website to promote service and compete with independent sector</p> <p>Identify wider factors within the independent sector that may impact on the recruitment of foster carers</p> <p>Identify and consider the impact of the sufficiency agenda and recent meet the market event on foster care recruitment within Leeds.</p>		<p>communications and recruitment & assessment teams are pursuing the practicalities of moving this forward.</p> <p>Management of the existing web based information is moving to be the responsibility of the team manager.</p> <p>There continues to be an awareness of the challenges of competition within the independent sector and LCC's expanding use of them. The sufficiency agenda further challenges this and will continue to prove a challenge to in house fostering recruitment.</p>
Develop capacity in undertaking assessments in a timely manner	Consider role of recruitment and assessment fostering officer in undertaking fostering assessments.	To ensure that appropriate applicants are assessed and presented to the panel in a timely manner.	Capacity across the service for undertaking assessments has been reviewed and additional capacity in terms of the use of independent assessors has been identified.

	<p>Consider recruitment of independent form F assessors to ensure that there is swift allocation of assessments and immediate progression.</p> <p>Look at role of fostering officers within the teams in the appropriateness of undertaking assessments</p> <p>Identify capacity for supervision of assessments</p>		<p>Currently all assessments within the Recruitment & Assessment Team are allocated and are on target for completion within a timescales of 4-5 months, this is far shortly than the maximum of 8 months detailed in the new standards.</p> <p>The Recruitment and Assessment Manger now attends each area fostering team meeting to gain an update of the assessments they are completing. The area fostering officers continue to be managed by the area fostering managers regarding form f assessments.</p>
Identify implications for other areas of the service if recruitment and assessment of carers is increased in both volume and timeliness of assessments	<p>Consider impact on fostering panel and its associated responsibilities and functions.</p> <p>Consider supervision of assessments</p> <p>Consider impact on fostering teams capacity to support increase in volume of in house foster</p>		<p>Work has been completed regarding the new capacity planner for all assessments and this will promote better planning in capacity for panels.</p> <p>Leeds are currently in the process of recruiting independent panel chairs to increase flexibility and capacity in ensuring there isn't delay when assessments are complete.</p> <p>The issue of fostering officer capacity to support increased volumes of carers is recognised and will be addressed as volume increases. Fostering area</p>

	<p>carers.</p> <p>Consider training implications both pre and post approval for the service.</p> <p>Consider medium term implications with regard to carers annual reviews.</p> <p>Consider recruitment/advertising costs and workload increase to maintain numbers of appropriate applicants.</p> <p>Consider capacity in respect of increase in initial visits.</p> <p>Consider type/level of carers to be recruited and then its impact on the payment schemes for in house foster carers.</p> <p>Identify likely global cost to fostering service should</p>		<p>team managers are aware how many assessments are on going in their area via email and the new capacity planner.</p> <p>Management of the marketing budget is now being held by the recruitment team manager who along with the communications team will be able to review best use of resources to meet need.</p> <p>Work is being done to develop a new process for undertaking initial visits freeing fostering officers up to undertake more tasks around fostering recruitment and assessment. This will mainly be completed by appointing a non-social worker post knowing as a fostering advisor. This post has not currently been agreed by SMG and is at 'request for additional staffing' stage.</p> <p>The payment for skills system has been developed giving increased flexibility in terms of recruitment of carers. Further training will be given to both recruitment & assessment and area fostering officers regarding the level carers should be brought through on, this is scheduled for November 2011.</p> <p>No work has been completed on the global cost implications for increasing the fostering service capacity at this time.</p>
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	significant increase in foster carers occur		
Understand the wider implications of other Leeds and National strategies and external factors that might impact on recruitment of carers	<p>Consider the sufficiency agenda and the likely impact on independent foster care recruitment in Leeds</p> <p>Consider implications for new green paper on public service commissioning and its development to the Public Service Reform White Paper in 2011</p> <p>Promote the need to develop in house fostering services against the national and local efficiency agenda, identifying savings and cost effective developments</p>		<p>Formal work around this issue hasn't occurred however the new standards around fostering have been implemented.</p> <p>Promotion of the in house fostering services remains on-going and recent campaigns have significantly highlighted the service and need for new carers.</p> <p>Swifter progression of assessments and forward planning of placement matching to new carers are two ways in which efficiency savings from this development will be demonstrable.</p>